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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Performance report on the budget of the support account for peacekeeping operations for the period from 1 July 2008 to 30 June 2009

Report of the Secretary-General

Addendum

The present addendum contains information supplementing that found in section II of document A/64/611.

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Abbreviations

AMISOM	African Union Mission in Somalia
BINUB	United Nations Integrated Office in Burundi
BONUCA	United Nations Peacebuilding Support Office in the Central African Republic
ICAO	International Civil Aviation Organization
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUA	United Nations Observer Mission in Angola
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
ONUB	United Nations Operation in Burundi
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNIIIC	United Nations International Independent Investigation Commission
UNIOSIL	United Nations Integrated Office in Sierra Leone
UNIPSIL	United Nations Integrated Peacebuilding Office in Sierra Leone
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNOCI	United Nations Operation in Côte d'Ivoire
UNOGBIS	United Nations Peacebuilding Support Office in Guinea-Bissau
UNOMIG	United Nations Observer Mission in Georgia
UNOPS	United Nations Office for Project Services

UNOSEK	United Nations Office of the Special Envoy of the Secretary-General for the future status process for Kosovo
UNOTIL	United Nations Office in Timor-Leste
UNPOS	United Nations Political Office for Somalia
UNTOP	United Nations Tajikistan Office of Peacebuilding
UNV	United Nations Volunteers

II. Resource performance (*continued*)

A. Department of Peacekeeping Operations

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Public Affairs Unit		
Comprehensive public opinion survey conducted within key troop-contributing countries, force-contributing countries and host communities to assess popular perceptions of United Nations peacebuilding operations	No	The survey is currently being conducted and is scheduled to be completed in June 2010. It was not conducted earlier owing to delays in the procurement process
In cooperation with the Department of Public Information, reorganization, redesign and standardization of the Department of Peacekeeping Operations public website and Intranet portals	Yes	Internet and Intranet publication policy for the Department of Peacekeeping Operations and the Department of Field Support approved in October 2009 Peace operations Intranet upgraded and deployed in June 2009. Upgrades include standardized sections for the Department of Peacekeeping Operations and the Department of Field Support. Under-Secretaries-General to issue messages and updates to Headquarters and field staff; the e-Research package, a set of online news and research databases, is available to all Headquarters and field staff through the peace operations Intranet and local mission Intranets
Major multimedia exhibition created and mounted at United Nations Headquarters on the occasion of the sixtieth anniversary of United Nations peacekeeping (2008)	Yes	The exhibit created a new branding strategy for peacekeeping, incorporated traditional media outreach (posters, video, print, television and radio) and employed a new-technology (website and YouTube) campaign in order to extend the reach of the message to new audiences
Monthly Department of Peacekeeping Operations press briefings by senior staff established; 20 background briefings and off-the-record meetings and discussions with media representatives and opinion-makers are held	5	Press briefings conducted on a quarterly basis (3 by the Under-Secretary-General of the Department of Peacekeeping Operations and 2 by the Under-Secretary-General of the Department of Field Support), following a reassessment by the leadership of both Departments of media demands and requirements
	73	Background briefings and interviews

		Increased output due to greater interest, demonstrated through increased demand for comments on peacekeeping-related issues
200 outreach activities, such as lectures, discussions and presentations on peacekeeping issues at conferences, seminars and other public forums	170	Outreach activities conducted by the Department Lower output due to reduced number of requests for representation
Three new project-specific external partnerships initiated to facilitate non-traditional public outreach	3	Partnerships initiated Discussions are currently under way with a view to developing, in collaboration with the United Nations Foundation and the New York University Stern School of Business, implementation strategies for proposed new-media options, such as social networking sites and blogs In collaboration with the Department of Public Information and the non-profit group Culture Project, developed the content and activities for the 2009 United Nations Day concert/observance, which paid tribute to peacekeepers, and supported the group in producing a series of short films on peacekeeping for screening at the United Nations Day concert, which featured artists from various countries hosting peacekeeping missions and from troop-contributing countries In collaboration with the United Nations Foundation, promoted activities for the International Day of United Nations Peacekeepers and the exhibit entitled "Women in peacekeeping: the power to empower". A briefing with international non-governmental organizations was organized; photo collections were made available for the official posters and a short film, and to the United Nations Fund for International Partnerships with a view to reproducing the exhibit in Washington, D.C.
Situation Centre		
Troop-contributing countries are promptly informed of casualties among uniformed personnel serving in peacekeeping operations	Yes	391 uniformed casualties were recorded during the reporting period, affecting 65 Member States, all of which were informed of casualties within 24 hours of receipt of a notification of casualty from a mission
50 verbal and written operational briefings to troop-contributing countries	40	Operational briefings Lower output due to fewer briefings in response to efforts to seek efficiencies in the organization of meetings of troop- and police-contributing countries and to share information through alternative means, as well as the calmer situation on the ground for certain field operations

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Public Affairs Unit		
New candidate pools identified and tapped for recruitment for public information posts in field missions	No	Priority was placed on responding to increased numbers of press requests and media relations and representational activities. Planning was begun to identify new candidate pools in order to meet the evolving requirements of public information components in the field. Greater outreach is being undertaken during the 2009/10 period to expand the pool of qualified candidates

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Front Office		
Organization of the 2008 Heads of Mission Conference	Yes	Heads of Mission Conference held in November 2008 on the topic "The nexus between peacekeeping and peacebuilding", with 15 heads of mission in attendance
Public Affairs Unit		
Comprehensive internal strategy for Department communications designed and launched	Yes	A comprehensive internal communications strategy was initiated in order to announce and raise awareness about the New Horizon initiative through code cables, Intranet announcements, a New Horizon webpage and e-mails to staff of the Department of Peacekeeping Operations and the Department of Field Support. Field missions were engaged on the New Horizon initiative through the Intranet peacekeepers' Public Forum in order to ensure that their views were taken into consideration. In addition, assisted in the development of an internal communications strategy for Secretariat efforts to introduce human resources reform
Department of Peacekeeping Operations internal digital newsletter designed, created, launched and maintained	No	Digital newsletter was not created owing to the priority of responding to increased numbers of press requests and media relations and representational activities. However, other activities were undertaken to improve and expand internal communications activities, including the increased use of the Department's Intranet for publication of leadership speeches and key documents; announcements by the Department of Peacekeeping Operations and the Department of Field

		Support on peacekeeping issues; the identification of Intranet focal points in order to facilitate internal communication; and the use of the community-of-practice network. Owing to the effectiveness of those internal communications methods, it has been decided that the digital newsletter will not be developed and that they will continue to be used and enhanced
Public information digital community of practice launched and issued by Public Information Units in the field	Yes	Digital community-of-practice site was launched in collaboration with the Department of Public Information in January 2009 and has been made available to public information offices in the field
One peacekeeping-themed story per week generated and posted on iSeek	85	Stories related to the Department of Peacekeeping Operations and the Department of Field Support were published on iSeek Increased output reflected the greater demand for peacekeeping-related stories, as well as the fact that multiple stories were issued for special events such as the International Day of Peacekeepers
Weekly summary of peacekeeping-related media trends prepared, including regular analysis of information appearing on web logs and other non-traditional media sources	Yes	Daily peacekeeping news clips and "morning highlights" were produced for all senior officials and staff of the Department of Peacekeeping Operations and the Department of Field Support. Summaries, analysis and web reports were combined in "special coverage" documents and produced on specific peacekeeping issues, such as press conferences of the Under-Secretaries-General; Georgia/South Ossetia; Kosovo independence; sexual exploitation and abuse in MONUC; the Pacific Architects and Engineers sole-source procurement contract; the Sudan and the International Criminal Court; the Abyei conflict; and rearmament in southern Lebanon
Regular subject-matter expert advice and technical support provided to all missions, as well as Headquarters integrated operational teams, on public information operational issues	Yes	Developed and implemented crisis communications strategies and provided crisis communications management to senior leadership and field missions. In collaboration with the Department of Public Information, organized the annual meeting of chiefs of public information in June 2009. Coordinated press statements and press lines daily with peacekeeping missions and the Office of the Spokesperson for the Secretary-General. Liaised daily with the field on issues relating to media, recruitment, policy and procedures. Provided daily advice and guidance to the integrated operational teams on press issues

Situation Centre

Conduct of Situation Centre operations 24 hours a day, 7 days a week, as the information hub for peacekeeping, monitoring and reporting on developments in peacekeeping operations and other areas of interest	Yes	Provided monitoring and reporting on daily and significant developments in field operations and other areas of interest; facilitated point-of-contact service and crisis response; developed databases and other tools for monitoring incidents occurring in field operations
Crisis response mechanisms activated through the crisis response cell	Yes	The crisis response cell was fully activated on nine occasions, in relation to crisis situations involving MINURCAT, MONUC, UNAMID, UNMIS, UNOMIG and support for AMISOM
Daily briefing notes provided to senior management and staff	502	Briefing notes provided to senior managers and an operational update to the Secretary-General
	138	Verbal briefings given at directors' meetings, held three times a week
	40	Weekly town hall operational briefings provided to all staff of the Department of Peacekeeping Operations and the Department of Field Support
Special incident reports (flash reports) provided to senior management	144	Flash reports and updates provided on incidents occurring in all areas of field operations
Assessment and evaluation of crisis/security developments in peacekeeping operations	36	Analytical reports issued
	14	Periodic updates provided on support for AMISOM
Revised policy directive on Joint Operations Centres/Joint Mission Analysis Centres	Yes	The policies for the Joint Operations Centres and Joint Mission Analysis Centres were revised; supporting guidelines were drafted for both structures
Field support provided to enhance functioning of the Joint Operations Centres/Joint Mission Analysis Centres	Yes	Support was provided through visits to the Joint Operations Centres of 2 missions (MINURCAT and MONUC) and the development of terms of reference for officers of the Joint Mission Analysis Centres
Enhanced cooperation with NATO and European Union Situation Centres; continued support to the African Union Situation Room; guidance provided to the Economic Community of West African States and the Economic Community of Central African States in establishing situation centres	Yes	Cooperative activities with the European Union Situation Centre increased during the reporting period, with 3 video teleconferences, 2 visits between Brussels and New York and 1 staff exchange. Efforts were made to improve the KREIOS information-sharing portal. Cooperation with the NATO Situation Centre was furthered through United Nations/NATO staff talks. Plans were developed for a series of capacity-building missions to the African Union Situation Centre for late 2009, some to be carried out jointly with the European Union, extending cooperation to regional economic communities. Guidance was prioritized for partners that actively support field operations

Integration of cartographic and Geographic Information System information into the Department of Peacekeeping Operations/Department of Field Support Intranet	Yes	Peace operations Intranet upgraded in June 2009 to include an integrated Headquarters and field map catalogue and place name finder

(b) Office of Operations

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Letters from the Secretary-General to the President of the Security Council	47	Letters
200 substantive notes for the Secretary-General and for other senior officials' Security Council presentations	155	Notes Lower output due to the termination of the UNMEE mandate in July 2008 and the transfer of UNIOSIL to the Department of Political Affairs
25 consultations with troop-contributing countries	41	Consultations Increased output due to troop deployment issues related to UNAMID, MINURCAT (including transfer of authority from the European Union to the United Nations) and the security situation in MONUC
45 oral briefings to the Security Council on peacekeeping issues	50	Oral briefings as requested and mandated by the Security Council
51 weekly briefings and notes to the Security Council on peacekeeping operations	51	Weekly briefings
Provision of advice and background information to the General Assembly and its subsidiary bodies on peacekeeping issues	Yes	Responded to recommendations of and contributed to briefings and reports for the Special Committee on Peacekeeping Operations, the Fifth Committee, the Advisory Committee on Administrative and Budgetary Questions and the Joint Inspection Unit
Provision of advice to permanent missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues	Yes	Advice provided on current and potential field operations, mandate implementation, integration and operational needs provided to permanent missions of Member States, the African Union, the Economic Community of West African States, the European Union, the International Monetary Fund, NATO, the Office for the Coordination of Humanitarian Affairs, the Organization for Security and Cooperation in Europe, UNDP, UNHCR, UNICEF, UNOPS, the World Bank, the World Food Programme, non-governmental organizations and the media

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Integrated planning for potential or adjusted peacekeeping operations	5	Missions for which integrated planning was undertaken: BINUB, MONUC, support for AMISOM, UNMIK and UNMIL
Integrated and/or issue-specific assessments for potential or adjusted peacekeeping operations	69	Integrated and/or issue-specific assessment visits

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Integrated guidance and/or support to 20 operations on strategic, policy, political and operational matters	18	Field missions (15) and special political missions (3); guidance included 1,520 official substantive communications (code cables) providing policy, political, operational and crisis management advice, and operational and procedural guidelines for the conduct of official functions and missions Lower output due to the termination of the UNMEE mandate and the transfer of UNIOSIL to the Department of Political Affairs during the period
20 integrated task forces and working groups coordinated on a regular and ongoing basis with internal and external partners for complex, multidimensional peacekeeping operations	21	Integrated task forces: UNAMID and UNMIS (integrated mission task forces); MINURCAT (integrated mission task force and working group on the expansion of the integrated operational team); BINUB and MONUC (integrated mission task forces); UNMIL (integrated mission task force, working group on elections, working group on stage 3 of UNMIL drawdown); UNOCI (integrated mission task force and working group on Côte d'Ivoire/UNOCI); Somalia/United Nations Peacekeeping Support Team (integrated mission task force led by the Department of Political Affairs); integrated mission task force special working group led by the Department of Peacekeeping Operations, reporting to the team; UNAMA (inter-agency elections, working group task forces, Joint Coordination and Monitoring Board, security working group), integrated mission task forces for UNIFIL and UNMIT; and integrated mission task forces for UNFICYP (led by the Department of Political Affairs) and MINUSTAH

Early warning system and information exchange and coordination mechanisms established between the African Union and the United Nations	Yes	The Continental Early Warning System, authorized in 2003 by the Assembly of the African Union, is being developed in phases. A key element, the African Union Situation Room, which functions 24 hours a day, 7 days a week, was established during the reporting period and is now operational
Regular guidance and assistance to the African Union on cross-cutting doctrinal and training issues	66	Implementation workshops and African Standby Force training support aimed at establishing and operationalizing the Force, focusing on military, police, logistical and financial management aspects, as well as command, control, communication and information systems and the monitoring of developments in the establishment of subregional standby brigades
Support by the United Nations and other partners for African capacities development mobilized and coordinated	Yes	Regular biweekly and monthly meetings held with African Union partners to exchange information on support for African Union capacity-building programme for operations and to streamline coordination
Institutional cooperation and/or operational support agreements concluded with regional organizations for joint crisis prevention and response	No	Priority placed on strengthening pre-existing agreements with the European Union and the African Union

(c) Office of Military Affairs

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Advice provided to Member States, regional/international organizations, United Nations entities and other peacekeeping partners on military aspects of peace negotiations, agreements and peacekeeping operations, including strategic and operational planning, and on the implementation of military aspects of peacekeeping operations	Yes	Daily interaction with military advisers (or officials in charge of peacekeeping affairs) in permanent missions, and weekly coordination of visits to all field missions by military delegations of Member States
	1	Conference on robust peacekeeping held with participants from 30 troop-contributing countries, the African Union, the European Union and selected peacekeeping missions, as well as with peacekeeping luminaries and subject-matter experts from accredited think tanks and academia
	7	Senior-level visits carried out to Côte d'Ivoire, Egypt, Ghana, Jordan, Switzerland, Turkey and the United States of America to discuss military-specific issues

64 strategic analyses and assessment reports of significant operational developments in peacekeeping missions and of evolving conflict areas	68	Strategic analysis and assessment reports on significant operational developments
46 private (Security Council requested) and informal troop-contributing countries meetings to discuss new/anticipated developments and changes of mandate in peacekeeping missions	33	Meetings held Lower output due to concerted efforts to seek efficiencies in the organization of meetings for troop-contributing countries, as well as information-sharing through the leveraging of other communities of information. In addition, fewer incidents in peacekeeping missions resulted in reduced need for meetings
Military concepts of operations for all potential and adjusting peacekeeping operations	Yes	Military concepts of operations were adjusted for MINURCAT, MINUSTAH, MONUC and UNOCI. In addition, the concept of operations for maritime support for AMISOM was developed and the concept of operations for UNDOF revalidated
20 coordination meetings with peacekeeping partners, such as NATO, the European Union, the Multinational Standby High Readiness Brigade for United Nations Operations, the Economic Community of West African States and the African Union, to improve cooperation with United Nations peacekeeping efforts	20	Coordination meetings held, with the Office for the Coordination of Humanitarian Affairs and the International Committee of the Red Cross on civil military coordination, with the United Nations Development Fund for Women on action against sexual violence, with the African Union and Kenya on an international convention on piracy, with NATO, with the European Union on MINURCAT and with the humanitarian community in Geneva

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Updated databases on the United Nations standby arrangements system and the senior appointments pool	Yes	Updated on a daily basis
52 briefings to potential and current troop-contributing countries on the United Nations standby arrangements system, commitment at the rapid deployment level and senior appointment pool	57	Briefings provided Increased output due to increased effort to expand the number of troop-contributing countries
4 assessment visits to emerging troop-contributing countries	4	Assessment visits carried out to Bangladesh, Ghana, Mongolia and Togo

Expected accomplishment 3.1: increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Strategic guidance to senior military mission leaders, including the organization of working visits to United Nations Headquarters when needed	Yes	Meetings with officials organized for 19 heads of military components during their visits to Headquarters. Specific guidance provided to the force commanders of UNMIL, on the military drawdown; MINURCAT, on inter-mission liaison arrangements; and UNOCI, on elections
Daily monitoring of and support to all military units	Yes	In addition, telephone or videoconferences held for some missions on specific issues, such as follow-up on deployment issues with UNAMID, follow-up on the situation in North Kivu with MONUC, and joint operations between MONUC and the Forces armées de la République démocratique du Congo, the Ugandan People's Defence Forces and the Rwandan Defence Forces
Improved gender balance in deployed military forces, observers and Headquarters staff by actively soliciting female nominations from troop-contributing countries	Yes	All but one category of female military personnel showed a slow but consistent increase between July 2008 and June 2009. The number of female United Nations military observers declined 10 per cent, from 92 to 83; the number of female staff officers increased 37 per cent, from 35 to 48; the number of female contingent personnel increased 13 per cent, from 1,513 to 1,711; and the total number of female military personnel increased 12 per cent, from 1,640 to 1,842
Management and administration of all individual and contingent deployments, rotations and repatriations	3,897	Individual deployments, contingent rotations and repatriations were managed and administered
Guidance provided to missions to support the implementation of recommendations contained in peacekeeping mission evaluation reports	Yes	Guidance was given to MONUC with a view to streamlining command and control arrangements
15 predeployment induction and post-appointment briefings for senior military personnel	17	Briefings for heads of military components/force commanders Increased output due to increased rotation of military personnel during the period
17 predeployment visits in connection with continuing deployment and adjustment of peacekeeping missions	15	Predeployment visits carried out to Bangladesh, Brazil, Burkina Faso, Egypt, Ethiopia, Ghana, Jordan, Malawi, Nepal, Norway, Rwanda (2), Togo (2) and the United Republic of Tanzania

		Lower output due to the fact that unit reviews were combined in one visit and that one troop-contributing country withdrew its commitment to deploy in a peacekeeping mission
3 inter-mission cooperation meetings and 1 head of military components of mission conference	3	Inter-mission conferences held among UNMIS, MINURCAT, UNAMID and MONUC, in December 2008; between UNMIL and UNOCI, in April 2009; and among UNMIS, MINURCAT and MONUC, in May 2009
	1	Conference of heads of military components held in August 2008
Weekly coordination meeting with the military officers attached to the integrated operational teams	52	Meetings held
Revised force commander directives for 18 ongoing peacekeeping field missions	Partly	Mission-specific guidance of the force commander directive issued for MINURCAT. Revised mission-specific guidance of the force commander directive for all other missions will be issued by December 2009 owing to delayed feedback from force commanders. A generic force commander directive was issued on 27 June 2008, as reported in the 2007/08 performance report (A/63/698 and Add.1)

(d) Office of Rule of Law and Security Institutions

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop/police-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Office of the Assistant Secretary-General		
19 mission-specific police-contributors meetings on police components of 14 peacekeeping operations (MINUSTAH, UNMIL, UNMIS, UNAMID, UNMIT, MINURSO, UNIOSIL, MONUC, UNOCI, UNMIK, UNAMA, UNFICYP, MINURCAT and UNOMIG)	23	Meetings held on mandate implementation and the deployment of individual police officers and formed police units in 19 peacekeeping and special political missions
Strategic direction and advice provided to Headquarters and field missions in the area of rule of law and security institutions	4	Visits carried out by the Assistant Secretary-General to field operations (MINURCAT, MONUC, UNMIL and UNMIT)

	5	Strategic papers on peacekeeping, the rule of law and security sector reform, drafted and distributed at Headquarters and to field operations, included "The way forward: a strategic approach for the Office of Rule of Law and Security Institutions", "The way forward for mine action", "The way forward for security sector reform", "The Office of Rule of Law and Security Institutions in 2008 and priorities for 2009" and "Peacekeeping: dangers and opportunities"
	3	Technical guidance documents on the rule of law and security sector reform, including those concerning the international criminal justice standards for police, the pilot United Nations Rule of Law Indicators and the integrated disarmament, demobilization and reintegration standards module on disarmament, demobilization and reintegration and transitional justice components, developed and disseminated to all operations
All activities coordinated with regard to police, judicial, corrections, disarmament, demobilization and reintegration, security sector reform and mine action	Yes	Coordinated inputs regarding police, judicial matters, corrections, disarmament, demobilization and reintegration and security sector reform included in reports of the Secretary-General on 12 operations: BINUB, MINURCAT, MINUSTAH, MONUC, UNAMID, UNMIK, UNMIL, UNMIS, UNMIT, UNOCI, UNOGBIS and UNPOS. Web-based reporting guidelines developed for implementation in 3 pilot operations (UNAMID, UNMIS and UNMIT) for rule-of-law and security sector reform components
Advice provided to United Nations agencies, departments, funds and programmes, legislative bodies and Member States on policies and procedures regarding United Nations judicial and legal systems, prison systems, disarmament, demobilization and reintegration and security sector reform	Yes	Meetings of the principals of the Rule of Law Coordination and Resource Group attended and advice provided to their partners on rule-of-law activities at the international and national levels, including inputs to the Secretary-General's report on strengthening and coordinating United Nations rule-of-law activities (A/63/226), as well as the Group's Joint Strategic Plan. Advice provided to partners including the Chairperson of the inter-agency security sector reform task force, on such issues as security sector reform in the Central African Republic and partnerships with the European Union and the African Union on security sector reform; and the Co-Chairperson of the Inter-Agency Working Group on Disarmament, Demobilization And Reintegration on "second-generation" disarmament, demobilization and reintegration and linkages with security sector reform. Partnerships strengthened with OHCHR, UNHCR, UNDP and the United Nations Office on Drugs and Crime, including agreement on strategic priorities and the development of joint plans in

		such areas as joint guidance development, training, technical assessment missions and the recruitment of rule-of-law and security sector reform experts. System-wide security sector reform sensitization training delivered in April 2009 to 120 Headquarters and field staff. In addition, trips made to Member State capitals, including Brussels, Ottawa, Paris and Washington, D.C., to provide briefings on the approach to security sector reform
Mission plans for legal and judicial, prison, disarmament, demobilization and reintegration and security sector reform support components of peace operations reviewed by the Office of the Assistant Secretary-General	4	Mission plans reviewed for 4 operations: MINURCAT, MONUC, UNMIS and UNMIT
10 briefings to senior representatives of United Nations departments, funds, agencies and programmes, Member States and other entities related to rule-of-law and security institutions	14	Briefings: 9 visits to Member States (Australia, Belgium, Colombia, France, Germany, the Russian Federation, Sweden, Ukraine and the United States) to advise national authorities on judicial, prisons, disarmament, demobilization and reintegration and security sector reform matters; 4 briefings to OHCHR, UNHCR, the United Nations Office on Drugs and Crime and the United States Institute of Peace, on rapidly deployable rule-of-law capacities, joint rule-of-law programming and anti-trafficking activities in West Africa; and 1 briefing to the African Union Increased output due to the fact that unplanned briefings were provided to take advantage of meetings and the presence of relevant parties in those regions
Police Division		
Provision of advice to United Nations agencies, departments, funds and programmes, legislative bodies and Member States on policies and procedures regarding United Nations police	18	Technical/advisory visits carried out to 18 police-contributing countries
	32	Briefings provided to the Security Council, legislative bodies and police-contributing countries on police aspects of field operations
	19	Police-contributing countries supported with police predeployment training; as a result, more than 80 per cent of individual police officers in UNAMID have received such training
Development of and amendments to five concepts of operations for the police components of United Nations peacekeeping operations to be included, inter alia, in reports of the Secretary-General to the Security Council	No	Police concepts of operations were reviewed and revisions begun for 6 field operations: MINUSTAH, MONUC, UNFICYP, UNMIT, UNMIK and UNOCI. A master template for police concepts of operations was developed, approved and included in the guidelines for the integrated mission planning process in April 2009. The police concept of operations for UNMIT was finalized in September 2009. The revised police

		concept of operations for UNFICYP was submitted for approval in November 2009. Revisions to the remaining 4 concepts of operations are planned following the issuance of reports of the Secretary-General necessitating a reorientation of or change in the mandates of the police components of those operations. The revised concepts of operations for the 4 missions are due to be completed by April 2010
Provision of advice on law-enforcement-related issues included in 25 reports of the Secretary-General and other issuances of the Security Council and other United Nations legislative bodies	38	Reports of the Secretary-General included advice on law-enforcement-related issues affecting 8 field operations and one mission under liquidation: MINURCAT, MINUSTAH, MONUC, UNAMID, UNMIK, UNMIS, UNMIT, UNIOSIL and UNOCI
Distribution of 2 guidelines pertaining to the deployment of United Nations police officers, including members of formed police units in peacekeeping operations, to all police-contributing countries	No	Guidelines on the selection and deployment of police officers, including formed police units, were revised and finalized in July 2009
7 visits to police-contributing countries to provide advice on national selection mechanisms for the readiness, deployment and training of United Nations police officers, including members of formed police units	13	Visits carried out to the following police-contributing countries: Argentina, Bangladesh, Egypt, Germany, Ghana, Indonesia, Italy, Mexico, Nepal, Romania, the Russian Federation, the United States and Uruguay Increased output due to a higher number of requests from Member States for assistance on police recruitment issues
Organization of 5 meetings with police-contributing countries on policy issues, the activities of the Police Division and the standing police capacity and cross-cutting law-enforcement-related matters in peace operations	8	Meetings and briefings organized Increased output due to requests from Member States for additional briefings on the challenges and needs of the Police Division, including the Standing Police Capacity, and of the police components of field operations
Mine Action Service		
10 briefings to 25 Member States and 10 briefings to individual Member States on mine action and explosive remnants of war	17	Briefings and presentations were given to multiple Member States: 3 to the Mine Action Support Group (more than 20 donor countries); 6 at regional meetings on the Convention on Certain Conventional Weapons; 3 at meetings of the Convention's Group of Governmental Experts on cluster munitions; 1 at the Berlin Conference on the Destruction of Cluster Munitions; 2 in the context of Protocol V to the Convention, on Explosive Remnants of War; 1 at the launch of the 2009 Portfolio of Mine Action Projects; and 1 at the 12th International Meeting of National Mine Action Programme Directors and United Nations Advisers held in Geneva

	30	Briefings were provided to individual Member States and multilateral donors: Australia (2), Belgium (2), Canada (3), China, Denmark, the European Commission (2), Finland (2), Germany, Ireland, Italy, the International Trust Fund for Demining and Mine Victims Assistance, Japan, Luxembourg (2), the Netherlands (2), New Zealand, Spain, Sweden, Switzerland, the United Kingdom of Great Britain and Northern Ireland (2) and the United States (3) Increased output due to requests from Member States for information on the Voluntary Trust Fund for Assistance in Mine Action and to the handover of mine action responsibilities to national authorities, particularly in Lebanon and Afghanistan, as well as to the scheduling of additional regional meetings on the Convention
Presentations and/or representation in 4 international forums related to mine action and explosive remnants of war	12	Representation/presentations made at the following international forums: meetings of the States parties to the Convention on Certain Conventional Weapons; the Group of Governmental Experts on cluster munitions; the inter-sessional meeting and the Second Review Conference of the States Parties to the Ottawa Convention on Landmines and regional workshops for the preparation of the Second Review Conference Increased output due to requests to members of the United Nations Mine Action Team to deliver presentations in international forums, and the opportunity to participate in 5 meetings of the Group of Governmental Experts on cluster munitions, held in Geneva
Compilation of the Secretary-General's annual report to the General Assembly on mine action, in collaboration with United Nations agencies	No	Assistance in mine action is reported on a biannual basis, and there was no requirement that a report be submitted during the performance period
Annual report on United Nations Mine Action Service activities, including programmes partly funded by assessed contributions	Yes	Annual report for 2008 published and distributed to donors
Assessment of mine and explosive remnants of war threat in 2 potential peacekeeping theatres as part of a Department of Peacekeeping Operations technical assessment mission and/or United Nations inter-agency assessment mission	2	1 technical assessment mission to Somalia carried out by the Department of Peacekeeping Operations in January 2009 1 inter-agency assessment mission to Iraq carried out in June 2009

Contingency plans developed and/or updated, in collaboration with United Nations agencies, for 2 potential peacekeeping operations	2	Inter-agency fact-finding missions carried out to Georgia, in August 2008, and Somalia, in January 2009. The mission to Somalia resulted in changes to the 2007 assessment mission plan. The mission to Georgia resulted in the transformation of the relevant watching brief into a new contingency plan
E-mine website, sustaining 60,000 usage sessions per month, updated with mine action reports, public information materials and operational data from 7 mine action programmes in peacekeeping operations	30,300	Daily Web-traffic reports reflecting between 20,000 and 37,000 page views per month, or an average of just over 30,000 hits per month Lower output due to an improved tracking system aimed at more accurate calculations, produced by Google Analytics and available after estimate had been made. The Google PageRank of the website increased from 7 in 2008 to 8 in 2009
Disarmament, Demobilization and Reintegration Section		
Advice provided to various departments, United Nations agencies, funds and programmes, legislative bodies and Member States on policies and procedures regarding United Nations disarmament, demobilization and reintegration	Yes	Advice on policies and procedures regarding disarmament, demobilization and reintegration was provided through weekly mission-specific meetings of the integrated mission task force, 15 meetings of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration and 8 meetings of its sub-working group on reintegration, and other ad hoc meetings with Member States and legislative bodies
8 mission (6 ongoing and 2 in planning stages) disarmament, demobilization and reintegration plans reviewed by the Office of the Assistant Secretary-General	8	Disarmament, demobilization and reintegration/community violence reduction mission plans and concepts reviewed for BINUB, MINUSTAH, MONUC, UNAMID, UNMIL, UNMIS, UNOCI and UNPOS
10 disarmament, demobilization and reintegration briefings to senior representatives of various departments, United Nations agencies, funds and programmes, Member States and other entities related to rule-of-law and security institutions	17	Disarmament, demobilization and reintegration briefings provided Increased output was in response to requests from stakeholders

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Police Division		
30 briefings to Member States on police issues in peacekeeping operations and specific police requirements for the rapid deployment of highly qualified police personnel	23	Meetings were held with police-contributing countries on the rapid deployment of specialized police, including formed police units. Additional briefings were organized on specific issues, such as police recruitment and the Standing Police Capacity Lower output due to increased operational police activity, such as in UNAMID and MINURCAT, and the priority placed on mission start-up activities
35 visits to police-contributing countries to conduct selection assistance tests for individually deployed United Nations police officers and assessments/inspection of formed police units	34	Visits carried out to police-contributing countries to assist in the selection of individual police officers and formed police units and to provide advice on police requirements, capacity and resource needs. 8,199 police officers evaluated, of whom 3,427 (41 per cent) passed and 4,772 (59 per cent) did not meet the requirements
3 policy papers and guidelines by United Nations Standing Police Capacity developed for national police and other law enforcement agencies on management, administration and operations procedures and police reform plan	3	Policy papers and guidelines developed on formed police units, Standing Police Capacity and police concepts of operations within the integrated mission planning process
Assistance provided to police components in 2 existing peacekeeping operations for 3 months by the Standing Police Capacity team with expert enhancement (reform, advice, training) and corrective activities in support of national law enforcement capacity-building	4	Field operations assisted: MINURCAT, MONUC, UNMIL (2 deployments) and UNMIT, for 2 months each. Standing Police Capacity team assisted with police training, reform and support for national law enforcement agencies. The duration of the deployment to each mission was determined by the respective terms of reference coordinated and agreed to with the missions
Mine Action Service		
Rehearsal of United Nations framework for mine action planning and rapid response with participation of 5 different United Nations agencies and 2 different intergovernmental non-governmental organization implementing partners	Yes	The mine action rapid response plan exercise was successfully conducted in Sweden in June 2009 with the Swedish Armed Forces, the Swedish Civil Contingencies Agency and 6 United Nations agencies and departments (the Department of Safety and Security, the Office for the Coordination of Humanitarian Affairs, OHCHR, UNICEF, UNOPS and the World Food Programme), as well as with

		representatives of non-governmental organizations (a mine action group, the Humanitarian Demining Training Centre, Danish Church Aid and the International Committee of the Red Cross)
Updated United Nations framework for mine action planning and rapid response following lessons learned during the exercise	Yes	The framework for mine action planning and rapid response was updated in October 2008 drawing on the relevant lessons learned and best practices resulting from the June 2007 exercise, and was submitted to the Inter-agency Coordination Group on Mine Action for consideration and approval
Security Sector Reform Section		
1 Departmental policy directive on security sector reform	No	In accordance with concerns raised by Member States, technical guidance, as opposed to a policy, on security sector reform will be developed. As these outputs will apply to the entire system, the inter-agency task force on security sector reform (and not exclusively the Department of Peacekeeping Operations) is leading the process of developing technical guidance in specific areas related to security sector reform. A set of interim guidelines, scheduled for completion by March 2010, will be developed with a view to the formulation of more formal guidelines by March 2012
1 study by external consultants on options for structuring security sector reform capacities within integrated mission structures	Yes	A consultant report was completed in August 2008, and the results were used to inform the structure of emerging security sector reform capacities in MONUC, UNMIS and UNPOS. In addition, profiles of security sector reform experts described in the consultant report were used for the development of 11 generic vacancy announcements. Subsequently, 200 candidates were assessed for technical clearance
2 sets of departmental guidelines on the establishment and implementation of security sector reform strategies in post-conflict contexts	No	A set of interim guidelines on 6 aspects of security sector reform (defence sector reform; security sector reform and peace agreements; national security policies, strategies and plans; governance and oversight of the security sector; monitoring and evaluation of security sector reform programmes; and international coordination of support for security sector reform) are under development and scheduled for completion in March 2010. More formal guidelines in those areas will be developed by March 2012
Establishment and support to inter-agency task force on security sector reform	Yes	The inter-agency task force on security sector reform met 1-2 times monthly at the working level. The task force met quarterly at the principals level. The task force is chaired by the Department

Criminal Law and Judicial Advisory Section

150 interviews of applicants for positions as seconded prison officers in the field	95	Interviews conducted Lower output due to the lower number of applications received
Technical clearance of 200 judicial officers and 50 corrections officers for inclusion in rosters	200 159	Judicial officers cleared Corrections officers cleared Increased output due to the higher number of applications received
Provision of advice on justice and corrections-related issues included in 25 reports of the Secretary-General and other issuances of the Security Council and other United Nations legislative bodies	43	Quarterly reports of the Secretary-General affecting 11 operations (BINUB, MINURCAT, MINUSTAH, MONUC, UNAMA, UNAMID, UNMIK, UNMIL, UNMIS, UNMIT and UNOCI) and support for AMISOM, and other reports of the Secretary-General, on peacebuilding in the immediate aftermath of conflict, the prevention of genocide, responsibility to protect, and strengthening and coordinating United Nations rule-of-law activities

Disarmament, Demobilization and Reintegration Section

Review 100 disarmament, demobilization and reintegration officers for technical clearance	161	Disarmament, demobilization and reintegration officers reviewed Increased output due to greater demand for disarmament, demobilization and reintegration officers in field operations and to the priority placed on the task in order to meet operational demands
Conduct 1 United Nations inter-agency disarmament, demobilization and reintegration simulation exercise	No	The simulation exercise was postponed, owing to the security situation in Darfur in October 2009
Develop a roster of 40 qualified disarmament, demobilization and reintegration officers	96	Qualified disarmament, demobilization and reintegration officers Increased output due to the ability to clear officers more effectively through the Galaxy system

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Police Division		
Initial deployment, rotation and extension of 15,000 United Nations police officers, including members of formed police units, in 19 peace operations, including special political missions	Approximately 12,000	Police officers deployed in 18 field operations and special political missions Lower output due to logistical and security constraints related to UNAMID

Instructions and strategic guidance provided to the police components of peace operations in respect of their mandated functions, that is, interim law enforcement and/or security support to national law enforcement agencies and/or support for capacity-building of national law enforcement agencies	Yes	Guidance and advice relating to mandated police-related activities, on managing police components, vetting and training police services and implementing police concepts of operations, regularly provided to 19 peace operations. Instructions on the implementation of new trends in international policing, such as greater use of female officers and more efficient and safer use of formed police units, were given at a conference of police commissioners and senior police advisers held in New York in February 2009; during visits of the Police Division to peacekeeping missions (UNAMID, UNMIL and UNOCI); and during formed police unit verification exercises carried out in MINUSTAH, MONUC, UNAMID, UNMIK, UNMIL and UNOCI
Departmental policies pertaining, inter alia, to assessment and capacity-building of law enforcement agencies developed	No	Guidelines were not completed, owing to the shortage of policy and planning staff and the need to place priority on operational support for field operations. The policies are expected to be completed in the first half of 2010, after new personnel have been put in place
2 independent, empirical and objective reports on the state of the rule of law in countries with peacekeeping operations prepared by using the United Nations Rule of Law Index	No	Implementation of the United Nations Rule of Law Indicators project began in June 2008. The project, including its piloting in Haiti and Liberia, is scheduled for completion by February 2010
Annual conference of heads of police components to provide guidance and instructions on directives, policies and guidelines and share lessons learned and best practices	Yes	Annual conference, held in February 2009, focused on personnel recruitment, mission mandate implementation and local police reform issues, including the handover of police operations to other international and national police actors and the coordination of police activities with those of other rule-of-law and security sector reform components of missions
Field visits to 10 peacekeeping operations (MINUSTAH, UNMIL, UNMIS, UNAMID, MINURCAT, UNMIT, MONUC, UNOCI, UNMIK and UNOMIG) to provide strategic and technical advice and assist the police component	10	34 visits carried out, to MINUSTAH (5), MINURCAT (7), MONUC (2), UNAMID (3), UNMIL (4), UNMIS (3), UNMIT (2), UNMIK (3), UNOCI (4) and UNOMIG (1)
5 predeployment induction and post-appointment briefings for heads of police components of peacekeeping operations	5	Predeployment induction or post-appointment briefings held for police commissioners and senior police advisers from MINURCAT, MINUSTAH, UNAMA, UNAMID, UNFICYP, UNMIT, UNMIS and UNOMIG

		The rotation and deployment of senior police personnel were higher than originally envisioned, owing to unexpected resignations and the recruitment of senior police personnel from one mission to another
Mine Action Service		
Advice provided on and approval of workplans for 8 mine action programmes (UNAMA, MONUC, UNMIS, UNAMID, MINURCAT, UNIFIL, MINURSO and UNMEE)	8	Mine action programmes: MINURCAT, MINURSO, MONUC, UNAMA, UNAMID, UNIFIL, UNMIN and UNMIS Additionally, a preliminary workplan was developed for support for AMISOM
Annual assessment and recommendations regarding efficacy of 8 mine action programmes (UNAMA, MONUC, UNMIS, UNAMID, MINURCAT, UNIFIL, MINURSO and UNMEE)	7	Mine action programmes: MINURCAT, MONUC, UNAMA, UNIFIL, UNAMID, UNMIN and UNMIS No on-site assessment of MINURSO was conducted during the reporting period. However, the MINURSO programme manager met on various occasions with Mine Action Service programme management and recommendations were made. The mandate of UNMEE was terminated on 31 July 2008
Inclusion of project proposals for mine action activities in 8 mine action programmes (UNAMA, MONUC, UNMIS, UNAMID, MINURCAT, UNIFIL, MINURSO and UNMEE) included in the United Nations mine action portfolio	9	Mine action programmes: MINURCAT, MINURSO, MONUC, UNAMA, UNAMID, UNIFIL, UNMEE, UNMIN and UNMIS
Annual review of technical missions in best practices and lessons learned, reports and mission-specific implementation plans developed	Yes	The annual conference of heads of mine action components was held in Cyprus in November 2008. Mine action staff shared best practices and lessons learned in a variety of areas, including the use of mechanical mine clearance equipment, results-based budgeting and engaging with the media. In addition, a recommendations tracking database was established in order to allow mission-specific recommendations to be monitored and shared with the field
Technical support and advice on mine action programme management in 2 peacekeeping missions (UNMIK and UNFICYP)	2	Technical support and advice provided on mine action programme management in UNFICYP and UNMIK using different tools (programme forecast for UNFICYP and mission report for UNMIK)
Facilitation of landmine safety briefings, in collaboration with United Nations agencies, in 3 mission areas, including advice on production of training and awareness materials	3	Missions concerned were UNMIN, UNMIS and support for AMISOM. Briefings were held using standardized materials and a self-teaching CD-ROM, developed by the United Nations Mine Action Service, that produces a certificate upon completion

Criminal Law and Judicial Advisory Section

Organization of the annual conference of the heads of justice and corrections components to provide training and guidance on policies and guidelines and share lessons learned and best practices	Yes	Annual conference of heads of justice and corrections components convened in New York in September 2008, with instructions and guidance provided on identifying best practices and undertaking policy/guidance development
Operational visits to 9 peacekeeping operations to provide advice to and assist the justice and corrections components	11	7 operational visits carried out to advise and assist the justice components of MINUSTAH, MONUC, UNAMA, UNMIK, UNMIL (2 visits) and UNMIS; 4 operational visits carried out to advise and assist the corrections components of BINUB, MONUC, UNMIK and UNMIS
2 training courses for corrections officers in the field on management of prison support programmes in peacekeeping missions	1	Training course organized in Nairobi for 25 corrections officers from field operations. It was decided to hold the second course during the 2009/10 budget period, once the course materials had been updated on the basis of lessons learned as a result of the first course
New policies in the rule of law issued to all peacekeeping operations	Yes	Field operations received a list of all rule-of-law policies and guidance materials in October 2008, including a new policy outlining the approach to strengthening rule-of-law institutions
Reporting templates to increase the effectiveness of mission reporting on justice and prison system issues developed	No	A reporting template was developed in November 2009, as part of the web reporting tool of the Office of Rule of Law and Security Institutions and the "digital dashboard" of the Department of Peacekeeping Operations and the Department of Field Support
Development of a methodology for the review by Headquarters of the activities of mission justice and corrections components developed	No	A methodology for the Department of Peacekeeping Operations and the Department of Field Support aimed at the review of the justice and corrections components of field operations was finalized in October 2009
Updated Prisons Guidance Manual	No	Following an internal discussion on the streamlining of guidance materials, the prisons policy directive was updated to include relevant information. Guidelines for prison officers in peace operations were issued to field operations in October 2009

Disarmament, Demobilization and Reintegration Section

Conduct 5 assessment and evaluation missions to provide subject matter expert advice in the area of disarmament, demobilization and reintegration	8	Assessment and evaluation missions carried out to BINUB, MONUC, UNOCI and support for AMISOM
Conduct 2 training sessions to members of the Department of Peacekeeping Operations/Department of Field Support integrated operational teams	No	Training sessions postponed, as many integrated operational team staff had benefited from previous disarmament, demobilization and reintegration training, provided in 2007

Establish revised monitoring and evaluation procedures	No	In response to the request by the chiefs of disarmament, demobilization and reintegration components of peacekeeping missions, the Disarmament, Demobilization and Reintegration Section at Headquarters placed priority on the development of a risk management template and a "how-to guide" document. Monitoring and evaluation procedures will be developed during the 2009/10 period
Provide technical advice and policy guidance to 8 field missions/offices (BINUB, MINUSTAH, MONUC, UNAMID, UNOCI, UNMIL, UNMIS, Somalia) on disarmament, demobilization and reintegration	8	Technical and policy advice provided to BINUB, MINUSTAH, MONUC, UNAMID, UNOCI, UNMIL, UNMIS and support for AMISOM, through telephone and video conferences, cable exchanges, community-of-practice postings and e-mail

(e) Policy, Evaluation and Training Division

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Office of the Director		
Priorities met for mission evaluation, policy development and training in coordination with senior management of both Department of Peacekeeping Operations and Department of Field Support	Partly	All priority mission evaluations were undertaken (those concerning MINURCAT, UNAMID, UNMIS, UNIFIL and the transition from UNIOSIL to UNIPSIL. Priorities for guidance development included policies on public reporting on human rights and child protection, guidelines for quick-impact projects and a concept note on civil-military coordination, which were completed. Draft guidance materials on contract management and risk management were developed during the reporting period and handed over to the lead area within the Department of Field Support for final consultation with partners at Headquarters and field missions; the materials are due to be completed during the first quarter of 2010. In addition, a comprehensive and forward-looking analysis process, entitled "New horizon for peacekeeping", was undertaken in consultation with Member States, external think tanks and field missions with a view to identifying challenges and opportunities in the medium term (2-5 years) in the area of improving peacekeeping. The study and associated exercises will form the basis for future discussions with Member States on a collective approach to strengthening peacekeeping

Guidelines on joint operational initiatives with the World Bank disseminated and incorporated into Department of Peacekeeping Operations/Department of Field Support training for Headquarters and field personnel	Yes	The guidelines were disseminated internally and posted on the peace operations Intranet and the Integrated Training Service website in order to provide access to all partners, including training institutions
Third joint initiative with the World Bank in a post-conflict context identified	No	A joint United Nations-World Bank initiative was identified and planned for eastern Democratic Republic of the Congo. However, the initiative was postponed, owing to political developments and insecurity on the ground
World Bank-Department of Peacekeeping Operations-Department of Field Support early engagement expanded in 1 to 2 countries where new peacekeeping missions are under preparation or in the early stages of deployment	Yes	At the Sudan Consortium, held in May 2008, the World Bank committed to relaunching its development needs assessment in Darfur when security permits. To inform its forward planning, Bank staff met with the Department in October 2008 and sent a fact-finding mission to UNAMID and UNMIS in November 2008
United Nations-World Bank framework agreement for cooperation in crisis management established together with United Nations partners	Yes	United Nations-World Bank partnership framework for managing crisis and post-crisis situations was signed in October 2008
Annual reciprocal United Nations-European Union education days conducted to increase knowledge among Secretariat planners of respective planning processes	No	In accordance with the May 2008 agreement of the United Nations-European Union steering committee, education days are to be held every two years. The next education days will be held in 2010
After-action review of United Nations-European Union planning cooperation for Chad/Central African Republic mission conducted	No	A joint after-action review on transition planning for MINURCAT was completed in October 2009
Guidelines for United Nations-European Union coordination in peace operations, including modalities for logistics arrangements, completed	No	A draft administrative arrangement providing a framework for logistical support between the European Union and United Nations operations is currently under development and review. The guideline is expected to be finalized during the 2009/10 period
Modalities for formal regular coordination and cooperation with NATO established	Yes	A United Nations-NATO joint declaration on cooperation between secretariats was signed in September 2008

Peacekeeping Best Practices Section

Cross-cutting Department of Peacekeeping Operations/Department of Field Support policy, guidance and best practices on strategic and operational issues, including mission integration, risk management, civil-military coordination and contract management, development and issues. Completion and dissemination of the Mission Start-up Field Guide completed and disseminated and the capstone doctrine document disseminated	Partly	Draft policy and guidelines on risk management were completed in April 2009. Issuance is scheduled for the first quarter of 2010. Draft guidance on civil-military coordination is due to be finalized in December 2009. A draft policy on contract management is due to be finalized in the first quarter of 2010. The first version of the Mission Start-up Field Guide was piloted in two start-up missions between February and July 2008. On the basis of extensive consultations at the field and Headquarters levels, a revised version was produced and was issued in October 2009. The United Nations Peacekeeping Operations Principles and Guidelines have been widely disseminated in English and French, electronically and in hard copy, to missions and external partners. The guidelines were downloaded from the peace operations Intranet 1,863 times within an 18-month period. In addition to official guidelines, lessons learned and best practices have been produced and made available in many cross-cutting areas of peacekeeping, through after-action reviews and end-of-assignment reports
3 new guidance documents on strategic and cross-cutting issues, and specialized areas such as gender, HIV, child protection and civil affairs, issued to all peacekeeping operations	Yes	Guidelines for the integration of gender perspectives into the work of the police issued in July 2008. Guidelines for the integration of gender perspectives into the work of the military components of missions issued in November 2009. HIV/AIDS peer education training model of the Department of Peacekeeping Operations and the Department of Field Support issued in September 2009. Department of Peacekeeping Operations and Department of Field Support guidelines for quick-impact projects issued in January 2009
3 needs assessment visits to peacekeeping missions carried out and subject-matter advice in the areas of gender, civil affairs, child protection, best practices and HIV/AIDS provided, as requested by missions	Yes	Gender needs assessment and assistance visits were carried out to MINURCAT, MONUC, UNAMID and UNMIT. Child protection field assessments were conducted in UNAMID and UNMIS in October 2008. Consultations were also conducted at a workshop with all mission child protection advisers and focal points in March 2009. A Department of Peacekeeping Operations-UNMIS-UNIFIL consultation was held in UNIFIL regarding the HIV/AIDS peer education training module of the Department of Peacekeeping Operations and the Department of Field Support. A field consultation and training workshop on voluntary confidential counselling and testing was held for 24 field personnel in May 2009. A DVD on HIV/AIDS entitled "Hidden Risk", produced by the Department of Peacekeeping Operations, was translated into or dubbed

		in official languages and languages of major troop- and police-contributing countries (Arabic, Bangla, Chinese, French, Hindi, Nepali, Russian, Spanish and Urdu) for predeployment/in-mission induction training for peacekeepers
20 policy processes developed to support Department of Peacekeeping Operations/Department of Field Support guidance development, including support to knowledge management, trends analysis, policy development, policy review, approvals, issuance and promulgation	23	Guidance documents issued on public human rights reporting (July 2008), fuel (July 2008), integrating gender perspectives into the work of the United Nations police (June 2008), Internet and Intranet publication (October 2008), the provision of cellular services (July 2008), telephone billing and switchboard operations (July 2008), environmental policy for field missions (June 2009), roles and training standards for military experts on mission and staff officers (March 2009), standard operating procedures on file naming, structure and transfer conventions (March 2009), aviation safety (March 2009), standard operating procedures relating to satellite imagery ordering procedures and map clearance (March 2009), warehousing operations in field missions (June 2009), and mainstreaming child protection in peacekeeping (June 2009)
2 high-level policy documents on civilian management of missions and mission integration issued	No	The policy on civilian mission management and integration was postponed to provide for the allocation of staff capacity for a major study on the protection of civilians' rights. The policy was rescheduled for completion by the fourth quarter of 2010
Guidance issued for human rights officers in peacekeeping, jointly developed and approved with the Office of the United Nations High Commissioner for Human Rights	Yes	A policy on public human rights reporting was developed jointly with OHCHR and the Department of Political Affairs in July 2008
United Nations peace operations Intranet enhanced to deliver guidance and best practices materials to missions	Yes	The search engine of the peace operations Intranet was improved and deployed in June 2009. Guidance and best practice documents can now be retrieved through searches using document keywords and document descriptors. Additionally, documents available in both English and French can now be retrieved through a single search
5 new communities of practice (knowledge networks linking staff doing similar jobs in different missions) established and used in the field, and facilitation following the publication of a Facilitators' Manual improved	5	New communities of practice launched in the areas of logistics, disarmament, demobilization and reintegration, the Geographic Information System, the integrated mission planning process and training, together with a pilot community of practice on HIV/AIDS. Substantive support provided to community-of-practice facilitators through the publication of a facilitators' manual, briefings and ongoing support for new facilitators

Mission best practices officers recruited and network strengthened through guidance and training, including through the organization of annual workshops, joint reviews of workplans (once a year) and the convening of regular teleconferences (6 times a year)	Yes	A roster of candidates for best practices officer posts in missions was maintained. In June 2009, 10 out of 18 missions were supported by full-time best practices officers, with no vacant posts. The workshop for best practices officers and focal points held in Brindisi, Italy, in June 2009 proved an opportunity for such officers to share best practices and update their professional skills in the area of knowledge management. The Peacekeeping Best Practices Section provided continuous support to the best practices officer networks through monthly teleconferences
4 comprehensive mission evaluations carried out, including follow-up of recommendations	4	Evaluations carried out, as well as follow-up of an earlier evaluation: an evaluation of the transition from UNIOSIL to UNIPSIL (October 2008), a mission support evaluation of UNMIS (December 2009), an evaluation of the UNIFIL Maritime Task Force (February 2009), an evaluation of UNAMID (May 2009) and a visit to UNMIS to follow up on the 2007/08 Joint Operations Centre/Joint Mission Analysis Cell evaluation (September 2008)
Immediate evaluation capacity to review critical incidents in missions developed	Yes	Capacity for immediate evaluations was maintained
Policy, guidelines and standard operating procedures developed for operational readiness tests of formed police contingents. One pilot evaluation conducted	Yes	A comprehensive review of the operational readiness of formed police units was undertaken to assess standards and performance gaps, including the review of each such unit in field operations. As a result, a policy on formed police units was updated. Standards for such units were also updated and strengthened. In addition, training on the standards was undertaken for all underperforming formed police units identified in the comprehensive review
Policy for operational readiness tests for military units	No	Resources were not approved
Policy for self-evaluation of Department of Peacekeeping Operations and Department of Field Support headquarters developed. 2 pilot self-evaluations conducted	Yes	Headquarters self-evaluation policy was completed. Two self-evaluations were conducted: Standing Police Capacity (August and December 2008) and integrated operational teams (October and December 2008)
Integrated Training Service		
Specialist trainers provided to support activities conducted at the United Nations Logistics Base and in United Nations peacekeeping missions	14	Specialist trainers supported
	24	Civilian predeployment training courses at the United Nations Logistics Base
	2	Senior mission leader courses (Austria and Brazil)

	5	Training evaluation visits to MINURCAT, UNOCI, UNAMA, UNAMID and UNMIS
	1	Logistics training support for AMISOM
	1	Annual integrated mission training centres workshop
	1	Training management development workshop
	1	Performance management course for field staff at the United Nations Logistics Base
	1	Training-of-trainers course in Pakistan
Training products on substantive areas of peacekeeping operations developed and pilot training courses conducted on the newly developed training curriculums, in areas such as the integrated mission planning process, integrated operational teams, standardized training modules for specialist, senior leadership training, and peacekeeping policy framework	Yes	The senior mission leadership course curriculums were updated and new modules were developed on integration, mediation and political affairs; 2 United Nations senior mission leadership courses based on the newly updated content were conducted in Brazil and Austria. Guidelines on roles and training standards for military experts on mission and staff officers were developed, approved and disseminated to troop- and police-contributing countries. Core predeployment training material and specialist training materials for police were developed, piloted and published on the Integrated Training Service website. A new training policy framework governing training support for Member States was developed and disseminated to troop- and police-contributing countries. The pilot phase of the Senior Mission Administration and Resource Training Programme was completed. The e-learning coursework for the final four modules, on financial management and internal controls, administrative control mechanisms, operational support and operational support development, was finalized and delivered to 40 pilot learners. The initial roll-out phase, consisting of editing and updating the foundation and people modules, was completed. 1 training workshop on those themes was conducted for 80 participants
2 senior leader induction programme courses, 1 military and police advisers course for military and police advisers from permanent missions, and a series of mandatory and recommended courses for up to one quarter of Department of Peacekeeping Operations and Department of Field Support staff, including leadership and management development programmes, communications courses, competency-based interviewing skills, ethics workshops, integrity awareness and	2	Senior leadership programme courses conducted, with new sessions focusing on the protection of civilians, integration, strategic media training, human rights and political affairs. A series of briefings were conducted to update the military and police advisers of the permanent missions and the Special Committee on Peacekeeping Operations on issues related to peacekeeping training. A total of 412 Department of Peacekeeping Operations/Department of Field Support staff were trained in courses on coaching for improved performance, competency-based interview skills, presentation skills, supervisory skills, a management

prevention of harassment in the workplace, conducted		development programme, managing the writing of others, and report writing and correspondence, and in workshops on effective meetings and facilitating effective meetings for managers Online courses were provided on integrity awareness and the prevention of harassment in the workplace, and ethics and integrity courses were completed at Headquarters by all new staff
30 training activities in support of Member States and United Nations peacekeeping missions to provide support for capacity-building, evaluation or other training needs conducted	37	Training activities were conducted, including peacekeeping training-of-trainers courses and United Nations police courses. Peacekeeping training activities were also supported in 22 troop- and police-contributing countries and 10 peacekeeping and special political missions
Training recognition strategy developed and processes conducted to assess peacekeeping training courses organized by Member States and international organizations	Yes	A training recognition strategy was finalized and the corresponding standard operating procedure was approved in June 2009. A training recognition process was conducted in April 2009
Updated peacekeeping training materials to support Member States and United Nations missions	Yes	Peacekeeping training materials for all peacekeepers were updated and published online. In addition, peacekeeping training materials for police were developed and published online. The materials include the core predeployment training modules and the standardized training modules for police
Requirements for the implementation of a learning management system identified and established	Yes	Functional requirements for the electronic training management system were completed in June 2009. The system will be launched, mission by mission, during the 2009/10 period
All training activities for the Department of Peacekeeping Operations and the Department of Field Support in their specialist areas organized and monitored	Yes	A total of 1,256 staff were trained in a total of 159 training activities, which included courses, workshops, conferences, seminars and individual training sessions, in substantive and technical areas of peacekeeping and field support. In addition, an e-learning service was implemented for all Department of Peacekeeping Operations/Department of Field Support staff for individual training on technical and substantive skills, such as those in the areas of personnel, finance, logistics, information technology, management, communication and leadership

B. Department of Field Support

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 briefings to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and other legislative bodies	41	Briefings provided to the Security Council, the Advisory Committee on Administrative and Budgetary Questions, the Fifth Committee and the Fourth Committee, on peacekeeping support issues, UNAMID deployment, support for AMISOM, mission and support account budgets, an overview report, human resources management reform and an information and communications technology strategy
		Increased output attributable to the increased number of briefings to the Security Council on support and deployment issues, reflecting complexities and challenges facing field operations
25 meetings with/briefings to Member States and regional organizations	Approximately 140	Meetings
		Increased output due to the growing number of requests for meetings on peacekeeping support issues from troop- and police-contributing countries, financial contributors and regional organizations
10 presentations on peacekeeping issues at conferences, seminars and other public forums	11	Presentations
10 interviews with and briefings to the media	3	Interviews
	2	Briefings
		Lower output due to fewer-than-anticipated requests for interviews from the media
12 visits to major financial contributors, key troop- and police-contributing countries and other Member States	10	Visits
		Lower output due to the absence of the Assistant Secretary-General during the reporting period

20 briefings to stakeholders, including Member States and senior Headquarters and peacekeeping mission leadership, on implementation of the comprehensive strategy on sexual exploitation and abuse	Approximately 20	Briefings provided on a victim assistance strategy, welfare and recreation, preventing and addressing sexual exploitation and abuse, and possibilities for extrabudgetary assistance

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
8 visits to peacekeeping operations to consult with mission leadership and assess the effectiveness and coherence of support for the field	6	Visits carried out to MINURCAT (November 2008), UNAMA (May 2009), UNAMID (October and November 2008) and UNMIS (February and March 2009) Lower output due to the absence of the Assistant Secretary-General during the reporting period
A roster for senior military, police and civilian personnel of qualified candidates and a targeted outreach plan that establishes partnerships with Member States, professional, governmental and non-governmental organizations, and United Nations agencies, funds and programmes	Yes	A centralized database was established listing diverse and potentially suitable candidates for civilian leadership positions in the field. Efforts to expand the pool were under way with a view to conducting targeted outreach activities based on refined analysis combining organizational objectives with substantive requirements. Partnerships with United Nations agencies, funds and programmes were substantially reinforced through the regularized participation of the Department of Field Support, on behalf of the Department of Peacekeeping Operations, in the inter-agency advisory panel of the Development Operations Coordination Office
Forecasted vacancy report in senior military, police and civilian leadership posts and administration of selection and appointment processes for the recruitment of senior leadership posts	Yes	12 monthly lists of senior field personnel were produced indicating critical vacancies; monthly contract expiration data were provided for improved succession planning and vacancy management; mission leadership profiles (D-1 level and above) and weekly follow-up tables for senior management were regularly updated. Quarterly statistics were generated for the monitoring of gender and regional distribution data across field missions. The number of women appointed to key leadership positions in the field grew from 13 per cent in July 2007 to 16 per cent in July 2009. Support for recruitment, selection and/or appointment processes was administered for 48 field appointments at the D-2 level and above
Guidance to 17 peacekeeping operations on the assessment of risks and the implementation of risk-mitigation measures, including through the development and dissemination of policies and procedures to address risk issues	No	A risk management officer was under recruitment during the reporting period. The final evaluation was completed, and a candidate was recommended in November 2009, subject to the approval of the Central Review Committee

Visits to 4 peacekeeping operations to conduct a risk assessment and assessment of risk-mitigation measures	No	A risk management officer was under recruitment during the reporting period
Conduct and Discipline Unit		
Guidance and oversight provided to 19 United Nations peacekeeping or special political missions and the United Nations Logistics Base on measures to prevent misconduct, monitoring the application of United Nations standards of conduct, handling of and follow-up on allegations and cases, disciplinary policies and measures for all categories of personnel	19	Field missions, including 14 peacekeeping missions, 4 special political missions and the United Nations Logistics Base Provided ad hoc support and guidance to other special political missions upon request. On a routine basis, the Conduct and Discipline Unit provided conduct and discipline teams with systemic and operational technical support relating to the applicability of the standards of conduct to various categories of peacekeeping personnel, as well as to the interpretation of the standards in their application, and technical advice on addressing allegations of misconduct through investigations and the disciplinary process
5 visits to peacekeeping operations and 4 training/workshop sessions for personnel in Conduct and Discipline Units, including one Chief of Conduct and Discipline Unit workshop, to provide updates and technical advice on conduct and discipline issues	4	Visits carried out to UNMIL and UNOCI in October 2008 and to MONUC and MINURCAT in June 2009
	2	A workshop was held on the use of the Misconduct Tracking System (United Nations Logistics Base, June 2009); at another workshop, chiefs of Conduct and Discipline Teams discussed policies and practices (New York, January 2009) Lower output due to the fact that, as a result of donor funding, specialized expertise (trainer) on conduct and discipline was available only as from April 2009, as well as to time constraints in coordinating the fifth assessment visit
3 visits to troop-contributing countries for monitoring of the deployment training on conduct and discipline and sexual exploitation and abuse	1	Visit carried out. The Conduct and Discipline Unit conducted a "training-focused" mission to the regional peacekeeping training centre. The aim of the visit was to obtain first-hand information about training currently delivered by the centre, as well as to pilot-test and conduct a training-of-trainers course for the centre's trainers on the new core predeployment training modules Lower output due to constraints in coordinating the timing of visits and the development of the modules, for which specialized expertise on training became available, through donor funding, only as from April 2009

Action taken on an estimated 300 category I allegations investigated by the Office of Internal Oversight Services and by peacekeeping field missions and referred to Headquarters, and an estimated 200 category II misconduct investigations in 19 peacekeeping operations or special political missions and the United Nations Logistics Base, including action on recommendations relating to Board of Inquiry cases	232	Category I allegations of serious misconduct, including 123 Office of Internal Oversight Services investigation reports
	508	Category II allegations of misconduct. The Unit took action on all investigation reports received during the reporting period. This entailed reviewing investigation reports in order to request follow-up actions when allegations were substantiated, and closing cases when allegations were unsubstantiated
		Lower output of category I allegations attributable to a reduction in investigations involving allegations against groups of individuals (111 individuals in one instance during the previous reporting period), with investigations in response to allegations against individuals
		Increased overall output due to the introduction of the Misconduct Tracking System, resulting in enhanced recording and tracking of such allegations and action taken
Conduct and discipline policies updated	Yes	Developed a standard operating procedure regarding the application of the revised model memorandum of understanding between the United Nations and troop-contributing countries; developed updated material for the module on conduct and discipline in the new core predeployment training of all peacekeeping personnel; promulgated updated guidance to peacekeeping and special political missions on addressing allegations of misconduct and communicating information in conduct and discipline matters; provided content for the revision of the Department of Peacekeeping Operations Mission Start-up Field Guide; and began development of a field advisory manual for conduct and discipline teams in missions. During the period of reference, material on the mandate and organization of conduct and discipline teams and on the use of the Misconduct Tracking System, together with updated indexes of applicable norms and General Assembly reference documents, were sent to such teams

(b) Field Budget and Finance Division

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Amendment of Contingent-owned Equipment Manual to include decisions by the Working Group and legislative bodies together with necessary amendments of memorandum of understanding	Yes	Contingent-owned Equipment Manual and memorandums of understanding were amended
Planning and making all administrative arrangements, including but not limited to compilation of national data and issuance of papers of the 2008 Working Group on Contingent-owned Equipment	Yes	Note verbale sent to all permanent missions in December 2008, with annexes to be completed with the addition of national cost data, for return by May 2010
19 contingent-owned equipment briefings to permanent missions/delegations of Member States	19	Briefings conducted for a total of 159 persons
17 predeployment briefings on contingent-owned equipment and memorandums of understanding for troop-contributing countries in support of existing operations	20	Briefings provided Higher output due to demand from troop-contributing countries
Implementation of a Web-based system to allow troop-contributing countries access to Government claims information	No	Implementation was delayed, owing to the fact that a prerequisite claims module was completed only in November 2009. Implementation is expected in the first quarter of 2010
3 regional briefings to major troop-contributing countries on contingent-owned equipment policies and procedures	No	1 regional briefing provided in Mali, to the International Organization of la Francophonie 2 briefings provided in New York, to the military/police adviser community (75 delegates) at the Permanent Mission of the Republic of Korea and to the military/police adviser community (15 delegates) at the Permanent Mission of the Republic of South Africa
3 presentations to Member States/troop-contributing countries on financial and budgetary matters	No	No requests were received

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
		Additional outputs
		Guidance during the start-up phase for support for AMISOM, on the formulation of resource requirements and results-based budgeting
		Deployment of field finance information technology system (SUN system) in support for AMISOM

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Processed contingent-owned equipment, letters of assist and death and disability claims (from receipt of mission certified claims to their approval by the Department) for 17 field operations	1,886	Contingent-owned equipment claims
	80	Death and disability claims
	209	Letter-of-assist claims
	17	Field operations
Advice to 17 field operations and permanent mission of troop/police-contributing countries on contingent-owned equipment and death and disability matters	17	Field operations
Negotiations for 50 memorandums of understanding for UNAMID and 4 memorandums of understanding for MINUSTAH; amendments to 100 memorandums of understanding based on actual deployment of equipment in field operations	73	Memorandums of understanding, including negotiations for 3 memorandums for MINUSTAH and 11 memorandums for UNAMID
	240	Amendments to memorandums of understanding
		Lower output for UNAMID due to changes in the deployment schedule and equipment delays in Port Sudan
		Overall increased output due to the approval by the General Assembly, in its resolution 62/252, of an increase in contingent-owned-equipment rates
Negotiations with troop/police-contributing countries for inclusion of sexual exploitation and abuse provisions in 275 memorandums of understanding	275	Letter sent with text of provisions concerning sexual exploitation and abuse to all permanent missions with signed memorandums of understanding

Advice to 36 field operations, including peacekeeping operations and special political missions and the United Nations Logistics Base, on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies	36	Field operations
Presentation and provision of background information on operational finance policies, procedures and practices to advisory and legislative bodies (Advisory Committee on Administrative and Budgetary Questions and the General Assembly) in the context of 36 field operations, including peacekeeping operations, special political missions and the United Nations Logistics Base, and cross-cutting issues	36	Field operations
Financial management of 6 liquidating peacekeeping missions (UNAMSIL, MONUA, UNMISET, UNOTIL, UNTOP and ONUB), including issuance of monthly financial statements, reconciling outstanding balances in financial statements and follow-up on recommendations of the Headquarters Property Survey Board	9	Liquidating missions: MONUA, ONUB, UNAMSIL, UNIIIC, UNMEE, UNMISET, UNOSEK, UNOTIL and UNTOP
8 peacekeeping mission assist visits by Abacus teams to provide in situ support to the mission budget development process	8	Peacekeeping mission visits carried out to MINURCAT, MINUSTAH, MONUC, UNAMID, UNIFIL, UNMIK, UNMIS and UNMIT
	2	Special political mission visits carried out to UNAMA and the United Nations Office for West Africa/the Cameroon-Nigeria Mixed Commission
2 results-based-budgeting support visits to field missions to advise them on their frameworks for the budget and performance reports	4	Peacekeeping mission support visits carried out to MINURCAT, UNAMID and UNMIK (2)
	1	Special political mission support visit carried out to BONUCA
		(A total of 159 staff trained)
		Increased output due to the fact that additional support visits were requested by missions that had not received a support visit and/or had few staff trained in results-based-budgeting methodology

		Special political mission visits were supported by an evaluation conducted by the Office of Internal Oversight Services (see E/AC.51/2008/2, section C)
		In addition, 93 staff at Headquarters were trained in results-based-budgeting methodology
Provision of information technology support, including help desk, technical maintenance and functional guidance, to 27 peacekeeping field missions/offices on SUN/Progen field financial systems	27	Field operations received such support: BINUB, BONUCA, the Cameroon-Nigeria Mixed Commission, MINURCAT, MINURSO, MINUSTAH, MONUC, support for AMISOM, UNAMA, UNAMI, UNAMID, UNDOF, UNFICYP, UNIFIL, UNIIIC, UNIPSIL, the United Nations Logistics Base, UNMIK, UNMIL, UNMIN, UNMIS, UNMIT, UNOCI, UNOGBIS, UNOMIG, UNPOS and the United Nations Office for West Africa
	6	Liquidating missions: MONUA, ONUB, UNAMSIL, UNIOSIL, UNMEE and UNOTIL
Assessment of the extension of the Enterprise Budgeting Application phase II to a larger group of users involved in the budget process, including Headquarters, field substantive and cost-centre personnel (Field Service Staff Union) (new)	No	Assessment of the Enterprise Budgeting Application phase II was not completed, as phase I had not been implemented
Development of updated operational finance policies, procedures and practices for 36 field operations, including guidance and liaison on operational issues related to the implementation of international public sector accounting standards	5	Updated financial policies cover the following areas: direct expenditure, mission travel, monthly payment orders in conjunction with human resources reforms, the review of obligations, and recovery methods for Governments and vendors
17 exchanges of letters between the Department of Field Support and UNV Bonn negotiated and signed to outline the framework of the services of United Nations Volunteers deployed to peacekeeping operations and special political missions	17	Exchanges of letters
Regional visits to 5 peacekeeping field missions by senior Field Budget and Finance Division management to provide strategic advice on budget and financial issues	5	Visits
		Additional outputs
		Programme for an advanced compendium of trainees; 3 new finance and budget officers trained

(c) Field Personnel Division

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Strategic framework, mechanisms and procedures developed for rapid deployment, career development and management of 2,500 career civilian peacekeepers, whose appointment requires a commitment to rapidly deploy to any field mission/office, thus strengthening the ability of the Department to meet rapid deployment requirements	No	In its resolution 63/250, the General Assembly decided to revert at its sixty-fifth session to the proposal of the Secretary-General to create a cadre of civilian career peacekeepers

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
5 mission assist ("tiger") teams deployed to address the recruitment and administrative and technical human resources management needs of field missions at critical times	5	Teams for staffing selection were deployed to MINURCAT, support for AMISOM, UNAMA, UNAMID and UNMIS
	6	Teams for career development were deployed to UNIIIC, UNIOSIL, UNMEE, UNMIK, UNMIN and UNOMIG (during the last week of the period, in order to counsel and reassign to other missions staff members affected by the liquidation)
Direct personnel support (including recruitment, travel and administration of contracts, salaries, allowances, benefit claims and entitlements) to approximately 8,000 international staff in 18 peacekeeping missions, 16 political missions and the United Nations Logistics Base	8 330	Staff to whom direct personnel support was provided
	36	Field operations
	35 303	Personnel actions were processed during the reporting period (19,323 actions were processed in the field and 15,980 at Headquarters)
Human resources policy guidance provided to approximately 8,000 international staff and 17,000 national staff serving in field missions through the civilian personnel sections in the field	8 330	International staff
	14 057	Locally recruited staff
	767	National professional officers
	2 500	United Nations Volunteers
		Lower national staff output due to the liquidation or downsizing status of missions, for example, UNIIIC, UNMEE, UNMIK and UNMIN

Harmonized conditions of service in the field implemented in coordination with the Office of Human Resources Management, contingent upon General Assembly approval of the proposal contained in documents A/61/255/Add.1 and A/61/861	Yes	Developed and promulgated guidelines for transitional arrangements for the implementation of contractual reform. The new contractual arrangements and conditions of service for non-family missions were implemented in all missions effective 1 July 2009. Field Personnel Division web page was launched, providing staff with information on human resources reforms
Rosters in 22 occupational groups relevant to peacekeeping operations are maintained	24	Occupational groups
	589	Rosters established for 24 occupational groups
	8	Outreach activities
Online career support for staff members in the field and through e-mail and delivery of direct career support training and consultation to 600 staff members in 4 field missions (UNMIS, UNAMID, UNIFIL, MONUC)	604	Support provided to staff in 5 field missions (UNIIIC, UNIOSIL, UNMEE, UNMIK and UNMIN), 335 of whom were placed in other missions. Priority placed on the allocation of resources to missions being downsized and missions in liquidation in order to provide urgent career counselling and placement support to affected staff
Phased implementation of a career development strategy, comprising online career path models for selected occupational groups, including the re-profiling of Chief of Section positions in field mission/office support functions to better meet the evolving needs of field operations	Partly	The implementation of a career development strategy has been suspended pending the roll-out of the "staff development" element of the talent management framework currently being developed by the Office of Human Resources Management. However, career-path models for succession management are currently in the design phase. Such models define the competencies, professional experience and training/certification required at each grade level within an occupational group and illustrate the linkages to related occupational groups within the greater occupational network along which staff can move, either laterally or to the next highest level The exercise of re-profiling the civilian personnel functions was undertaken and discussed at a chief civilian personnel officer/Human Resources Network conference held in May 2009. New generic job profiles are being developed for submission to the Office of Human Resources Management for approval in 2010
Chief civilian personnel officer conference and the United Nations inter-agency career development round table organized and attended	Yes	A chief civilian personnel officer/Human Resources Network conference was held in May 2009. 34 chief civilian personnel officers and executive officers from all field operations and special political missions attended Attended the inter-agency career development round table on "Courting talent: challenges for international organizations", held in The Hague in November 2008

Roll-out of the human resources action plans to all peace operations, based on lessons learned from ongoing pilot project for the implementation of such plans for 5 missions (UNAMA, UNMIT, UNMIL, MINUSTAH and UNMIS)	Yes	The human resources action plans were formalized in all peacekeeping missions (July 2008) The human resources action plans were formalized in all special political missions (January 2009)
Oversight and evaluation of the performance of human resources management functions in the field in 4 field missions (UNAMID, UNMIS, UNAMA and UNAMI) through participation in 4 Office of Human Resources Management monitoring visits	4	The Office of Human Resources Management and the Field Personnel Division carried out joint monitoring visits to MINURSO in June 2009. The Department of Peacekeeping Operations and the Department of Field Support jointly conducted an evaluation of mission support operations in MINURCAT in June and December 2009. A Field Personnel Division evaluation team visited UNOGBIS in March 2009
Field central review bodies operationalized, as a result of which recruitment practices for field mission/offices are aligned with those applied in all other areas of the Secretariat	Yes	The field central review bodies became fully operational in May 2009, with 118 members; document ST/SGB/2009/5 was promulgated. Before assuming their duties, members of the review bodies attended a mandatory two-day training course consisting of information and lecture sessions, practice-case simulations and ethics training
Succession planning mechanism established to ensure timely provision of shortlists to missions of high-quality candidates for Chief of Administrative Services, Chief of Integrated Support Services/Chief of Technical Services, Chief Administrative Officer and Director of Administration positions	Yes	15 meetings of the Succession Planning Panel were held at Headquarters to provide to the relevant peacekeeping missions shortlists of candidates for senior management positions to be filled. Furthermore, research was undertaken to improve the senior management selection process, taking into consideration the participation of candidates in career development programmes such as the Senior Mission Administration and Resource Training Programme and encouraging the participation of candidates from the United Nations agencies, funds, and programmes
Framework for the classification of national posts established and implemented (in phases)	Yes	A framework for the classification of national posts has been established and phased implementation begun. 3,311 classifications have been conducted for national posts, in MONUC (2,166), UNFICYP (10), UNIFIL (368), the United Nations Logistics Base (50) and UNOCI (717)

(d) Logistics Support Division

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Communication to senior management of operational support issues of a logistic nature that affect troop/police-contributing Member States as a result of peacekeeping mission performance reviews undertaken through logistics assessment visits and mission review visits	Yes	Predeployment visits carried out to 6 countries for the deployment of troops to missions in Africa; briefings given to the representatives of nine permanent missions and 3 troop- and police-contributing countries; guidance provided on liquidation activities; 6 field assessment and mission planning visits carried out; and Abacus visits carried out to 5 missions on logistical aspects of the operations, including planning guidance for downsizing
Improved access of the Security Council to Geographic Information System data, satellite imagery and scanned maps	138	Maps and other types of geographic information provided at consultation meetings and briefings of the Security Council relating to field operations led by the Department of Peacekeeping Operations and the Department of Political Affairs, the Office for the Coordination of Humanitarian Affairs, UNHCR and the International Atomic Energy Agency
Requirements of new or revised policies affecting the deployment of troops and equipment communicated to the field missions and troop/police-contributing Member States	Yes	Decisions taken by Member States at the 2008 Working Group on Contingent-owned Equipment incorporated into the contingent-owned-equipment field implementation guidelines; further guidance for missions and Member States developed on challenging issues such as the disposal of such equipment in missions, the clarification of minor engineering responsibilities, and cost recovery for services rendered. Guidelines were completed in March 2009 and issued informally to missions in June 2009

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Initial support plan, including the material resource plan for any new peacekeeping mission, is developed and approved in consultation with integrated operational teams	Yes	Material resource plans were developed at Headquarters for MINURCAT, MINUSTAH, support for AMISOM and UNAMID

Reviewed and adjusted strategic deployment stocks composition for 2008/09 based on peacekeeping mission requirements, lessons learned and technological changes	Yes	A thorough review of strategic deployment stocks composition has been undertaken by all the technical sections of the Department of Field Support in accordance with the relevant policy directive. The composition review was finalized taking into account lessons learned, the requirements of missions and advances in the technological market
Increased awareness of United Nations medical guidelines and compliance by troop/police-contributing Member States with their obligation to provide medical facilities and services in accordance with United Nations standards at the time of deployment	10	Presentations made on the medical support deployment concept of the Department of Peacekeeping Operations and the Department of Field Support in support of field missions at negotiations on memorandums of understanding: Burkina Faso, Egypt, Ethiopia, Nepal, Nigeria, Rwanda, Sierra Leone, Senegal, South Africa and the United Republic of Tanzania
	8	Presentations providing an overview of the field operations medical support concept of the Department of Peacekeeping Operations and the Department of Field Support, to the military advisers of 4 troop-contributing countries (Ghana, Germany, Nigeria and Rwanda), in the context of the United States army Medical Strategic Leadership Programme (3 times, in July and November 2008 and in April 2009) and at a NATO strategic conference for senior medical officers held in May 2009
Verified availability of standard medical care for peacekeepers prior to the establishment of United Nations-owned equipment and troop/police-contributing Member States facilities in peacekeeping field missions	8	Predeployment visits carried out to: Ethiopia, Nepal, Norway, Rwanda, Senegal, Sierra Leone and the United Republic of Tanzania
Established strategic partnerships for the co-production and sharing of geospatial data	Yes	Strategic partnership established with France's Bureau géographique interarmées, resulting in the provision of topographical maps and geospatial data relating to MINURCAT operations. Strategic partnership established with United States State Department Office of the Geographer, resulting in the provision of high-resolution satellite imagery of Kivu and Goma regions in eastern Democratic Republic of the Congo. The Government of the Netherlands provided topographical maps and geospatial data on eastern Democratic Republic of the Congo. Collaboration partnership established with the Multinational Geospatial Co-production Programme

Living and working facilities and accommodations in field missions meet United Nations standards within approved time frames	Yes	Strategic deployment stocks equipment for hard-wall accommodation facilities provided to MINURCAT, the United Nations Support Office for AMISOM and MINUSTAH
Global/regional air support concepts for Central and East African peacekeeping missions and for West African peacekeeping missions are in effect	Yes	In order to provide support to peacekeeping missions in Central and Eastern Africa, a regional passenger jet was acquired on a long-term charter basis. The initiative commenced operations in April 2008, but the contract was cancelled in December 2008 as a result of poor vendor performance. A new bidding exercise was completed in spring 2009, with a new contract expected to be in place for the launching of operations in February 2010 Long-term aircraft charter agreements are in place with a view to the utilization of strategic airlift assets on the basis of regionalization and global air-support concepts, in West Africa (1 aircraft) and in Central and East Africa (3 aircraft, including 1 passenger jet and 2 cargo aircraft)
Improved development of airfield infrastructure in new peacekeeping missions	No	An inter-agency agreement with ICAO was established. In addition, a management services agreement with ICAO was promulgated. 3 dependent project agreements were concluded, for UNMIS, UNAMID and MINURCAT

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Review of logistic components of peacekeeping mission budgets completed	Yes	Strategic review of logistical components of peacekeeping budgets conducted for all peacekeeping missions in order to ensure completeness and consistency
Improved compliance with international and United Nations aviation standards through increased awareness of aviation safety-related matters, including accident prevention, risk analysis and accident investigation	Yes	A total of 20 aviation safety assistance visits were carried out to 14 peacekeeping missions; of these, 13 were conducted by the Regional Aviation Safety Office of the United Nations Logistics Base. More than 200 recommendations were issued, aimed at improving the aviation operational environment and reducing the level of risk. Through Headquarters, the Office communicates to the directors of mission support or chiefs of mission support of the mission concerned all observations, findings and recommendations arising from its visits. An operational risk management policy was introduced in all missions. Road maps for operational risk management implementation were developed and implementation task groups formed in

		all missions under the guidance of Headquarters. MINURSO, UNAMID, UNMIS and UNMIT have developed and introduced standard operating procedures for operational risk management.
Tools-, procedures- and information-sharing forums for peacekeeping field missions to enhance their capability to meet their requirement for equipment, commodities and services	Yes	Held annual meetings and workshops on transport, engineering, assets, property, rations and fuel managers with a view to resolving issues, sharing best practices and introducing policy directives, guidance and specialized tools to enhance the delivery of logistical services
Improved management, reporting and analysis of rations and fuel utilization, and contract compliance	Yes	Procedures established and implemented for monthly contract performance evaluations and reporting to Headquarters by missions on rations, as ways to flag contract performance issues for corrective action and to ensure continuous improvement. The inclusion of the food specifications clarifications of the Union nationale des régimes spéciaux in the new rations solicitations is a direct outcome of these practices. Rations contracts and statements of work for global rations contracts standardized. Performance indicators and evaluation matrix revised for more accurate measurement Provisions for contract performance indicators, quality assurance and quality control included in all contracts where appropriate
Improved management of specialist support contracts	Yes	Multiple requirements successfully grouped into single systems contracts, simplifying contract management A contractor performance report is electronically attached to every systems contract in the Logistics Support Division contract database. In addition, where appropriate, all contracts include provisions for contract performance indicators, quality assurance and quality control. Best-practices policy paper drafted on global contract compliance and performance management
Implementation of the first phase of addressing the United Nations responsibility to consider the environmental impact of peacekeeping missions	Yes	Environmental focal points appointed in all peace operations; the environmental policy of the Department of Peacekeeping Operations and the Department of Field Support promulgated to field missions; a Web-based community of practice on environmental management established; mission awareness-raising carried out through voluntary participation in the United Nations Environment Programme Billion Tree Campaign in the context of World Environment Day; efforts made towards the establishment of a partnership with the Programme

Improved managerial capability in the provision of medical services in the field	Yes	Chief medical officers/force medical officers trained as managers of medical resources in field missions at a workshop conducted at the United Nations Logistics Base in September 2008. Technical assessment visits carried out to 5 field missions (MINURCAT, UNAMID, UNDOF, UNIFIL and UNMIK) in order to assess the functional status of medical facilities and services
More accurate identification and verification of assets in peacekeeping field missions through use of technological solutions	Yes	Business analysis tools developed using BusinessObjects information management software for measuring performance in the utilization and control of non-expendable property. Completed the software package developed in-house for the barcode-reading technology in order to ensure the accurate identification and verification of assets early in 2010 for all missions supported by the Department of Field Support
Unification of protocols in peacekeeping mission expendable property management used by various actors involved in peacekeeping mission supply chains	Yes	Directive on property control and accountability issued in November 2008; directive on guidelines for warehousing operations in field missions, approved by the Under-Secretary-General for Field Support, addressed the need to strengthen the management and control of expendable property, including through further improvement in the conduct of physical inspections and the reconciliation of discrepancies between physical counts and the quantities recorded in the Galileo system
Improved understanding by troop/police-contributing Member States and United Nations staff members of the obligations under contingent-owned-equipment memorandums of understanding	Yes	Participated, together with staff of the Field Budget and Finance Division, the Force Generation Service and the Police Division, in centralized briefings to military/police advisers of permanent missions and representatives of the European Union military operation in the Republic of Chad and in the Central African Republic on the contingent-owned-equipment system. Individual briefings given to Member State representatives and staff on aspects of the contingent-owned-equipment system related to obligations under contingent-owned-equipment memorandums of understanding. Contingent-owned-equipment training development activity carried out at Headquarters for field- and Headquarters-based contingent-owned-equipment staff to further the development of contingent-owned-equipment training modules

Means of streamlining the determination of appropriate levels of equipment, personnel and self-sustainment capabilities of troop/police-contributing Member States provided to field missions to ensure that they meet the operational requirements	Yes	BusinessObjects analysis tool introduced to streamline the analysis by Headquarters and field missions of contingent-owned-equipment verification reports in order to identify contingent performance and compliance with memorandums of understanding so as to assist in the determination of appropriate levels of equipment and self-sustainment capabilities
Contribution to improved management of planning and coordinating transportation services by developing and issuing standard operating procedure manuals and refined budget formulation procedures	No	Substantive progress was made towards publishing the guide to strategic movement and the field movement control manual, expected to be completed by the first quarter of 2010. Guidance regarding best practices in the areas of road safety and implementation monitoring was completed and included in the draft surface transport manual. The revised version of the manual is expected to be submitted for approval by February 2010
Enhanced management of aviation concepts with improved quality assurance processes and aviation contract compliance	No	The Air Transport Section and, under its direction and guidance, the Strategic Air Operations Centre have undertaken a functional evaluation of vendor submissions for the acquisition of an air transport management system. The technical evaluation of the bids is in progress and will be completed by December 2009; the case will be presented to the Headquarters Committee on Contracts in January 2010
Feasibility assessments on the latest technological advances to the management of the United Nations air fleet	No	A request for purchase to enter into the requisite service contracts for an aircraft satellite tracking system for all missions has been developed to meet the needs of the Organization and to allow for the integration of that capability into a global aviation management system. Tender submissions are currently being evaluated. Full global implementation is expected by the end of financial year 2010
Improved management and utilization of spare parts inventories in the field	Yes	A complete analysis of all missions' spare parts holdings has been undertaken and a new method of categorizing expendable property established. Full implementation of the Facilities Management Service is expected to be achieved by June 2010, which will enable mission transport officers to evaluate current consumption patterns and stock levels and will permit the implementation of a systematic ordering system
Improved management of transportation and movement contracts	No	It was not possible to implement improvements in systems contracts for vehicles and engineering plants, owing to delays in the rebidding process; however, statements of work have been submitted in respect of 19 systems contracts for the period 2010-2011, to be rebid under transport

Improved supply chain management for the order and delivery of vehicles and mechanical handling equipment	Yes	All field missions have access to the vehicle acquisition system, an internal information technology system providing for up-to-date global visibility of the acquisition process and improved communication among all stakeholders. Field missions have been provided guidance on the use of the system
Improved knowledge of aviation and surface transport fleet management by peacekeeping mission chief aviation officer and chief transportation officer	Yes	Seminars for chief aviation officers were held at the United Nations Logistics Base in November 2008 and March 2009. A comprehensive aviation training catalogue, specifying all specialist aviation training courses and on-the-job training requirements, has been produced and distributed to all field missions with air assets
Improved terms and conditions reflecting aviation services to be requested of, and provided by, troop/police-contributing Member States	Ongoing	The revision of the letter-of-assist framework for contracting military-type aircraft was not completed, pending the consideration of the report of the Special Committee on Peacekeeping Operations. Incremental improvements to existing terms and conditions are being factored into letter-of-assist renewals, pending the completion of revised letter-of-assist and costing structure *Additional output* An inter-agency agreement was established with ICAO and MONUC. In addition, a management services agreement with ICAO was promulgated, under which 3 dependent project agreements were concluded, for MINURCAT, UNAMID and UNMIS

(e) Information and Communications Technology Division

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Information and communications technology plans and support capacity for potential new peacekeeping missions	Yes	Information and communications technology support provided to support for AMISOM, through the information and communications technology advance response team capacity established at the United Nations Logistics Base

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Information and communications technology support provided to 22 peacekeeping missions and 12 special political missions, the United Nations Logistics Base and United Nations agencies, funds and programmes, as required	Yes	Information and communications technology support provided to all peacekeeping missions, special political missions and the United Nations Logistics Base
Oversight and technical guidance in the implementation of standardized network configuration in 22 peacekeeping missions and 12 special political missions to ensure optimum use of available satellite bandwidth resources	Yes	Oversight and guidance provided to all field missions to ensure optimum use of bandwidth resources. Networks are monitored 24 hours a day, 7 days a week, and usage patterns are analysed and network resources reallocated as required and in accordance with operational priorities
1,950 audio and videoconferencing services provided to field missions and other United Nations entities, including technical support, development of standards for all systems and day-to-day operational support	2,704	Videoconferences Increased output due to requests for services as a result of efforts to carry out mandated activities using the Organization's technology
Statement of work and technical evaluation for 14 systems contracts and monitoring and administration of 45 systems contracts for information and communications technology services and equipment	14	Systems contracts
	45	Systems contracts
Oversight and guidance provided to peacekeeping missions in their preparation of mission-specific disaster recovery and business continuity plans to enable missions to have access to operational data in the event of an evacuation or an emergency; 4 mission disaster recovery and business continuity plans from lessons learned	17	Field missions provided with disaster recovery and business continuity plans. Mission disaster recovery plans regularly reviewed, tested and updated in order to take into account changes in a mission's operational activities, such as mandate changes and relocations
	5	Mission visits carried out to MINURCAT, MINURSO, MINUSTAH, UNAMID and UNMIS
	9	Mission-specific exercises conducted in MINURCAT, MINURSO, MINUSTAH, UNAMID, UNIFIL, UNMIK and UNMIT. Mission reconstitution exercises conducted in Entebbe, Uganda, for MONUC and UNAMID
Information and communications technology security policies, procedures, standards and other supporting information and communications technology security documents in	Yes	Information and communications technology security policies, procedures and standards developed; a draft disseminated to field missions

accordance with ISO 27000 series of standards and objectives developed and disseminated to field missions		
Full ISO 20000 certification for information systems application life cycle management	No	Templates, processes and documentation developed on the basis of ISO 20000 information network methodologies. ISO information network certification is expected to be achieved by the first quarter of 2011
Technologies and processes implemented to improve the performance of information systems in field missions by 40 per cent	Yes	Efficiency of bandwidth utilization for information and communications systems increased by more than 40 per cent Network optimization and application acceleration technologies, aimed at providing more efficient and accelerated access to information systems, were selected and tested; implementation was initiated in the first half of 2009 in all missions utilizing satellite communications
Independent information security audits and compliance assessments capacity established	No	Statement of work and request for proposal were developed and are in the final phase of review for submission to the Procurement Service for action during the current period

C. Department of Management

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of technical and substantive secretariat support to 75 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 25 draft resolutions and 20 reports of the Committee for adoption by the General Assembly	146	Formal (31) and informal (115) meetings of the Fifth Committee were held and advice on procedures provided. In addition, a number of informal informal consultations were supported
	35	Draft resolutions/decisions were prepared and adopted by the Fifth Committee
	33	Reports of the Fifth Committee were adopted by the General Assembly

Preparation of notes on the programme of work and the status of documentation and preparation of 20 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee	Yes	Programme of work updated on an ongoing and as-needed basis prior to, during and at the close of each session
	33	Procedural notes prepared
	3	Notes issued on the status of the preparedness of documentation for the Fifth Committee
Maintenance and update of the website of the Fifth Committee relating to peacekeeping matters	2	Websites maintained and updated on an ongoing basis

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Management supported projects for peacekeeping missions and peacekeeping-related entities at Headquarters, particularly in the areas of change management, organizational design and process improvement	Yes	11 business process improvement initiative/Lean Six Sigma projects completed in the areas of procurement and recruitment, identifying and improving business processes in critical need of improvement. The projects demonstrated increased efficiencies that included reductions in cycle times, process variations and rework. Projects resulted in new standard operating procedures aimed at documenting such processes and ensuring consistency in the delivery of superior results
		Managed the implementation of recommendations resulting from 2 Lean Six Sigma projects on contract administration and on the process from the preparation of a statement of work to the issuance of a request for proposal, in order to provide improved procurement support to field missions
Legal advice and representation to 188 staff members by the Panel of Counsel	135	Staff members from peacekeeping missions, in addition to staff whose ongoing cases had been initiated during previous periods, were provided legal advice and representation
64 cases before the Joint Appeals Board (up to 3 or more submissions per case)	23	Cases pertaining to peacekeeping staff before the Joint Appeals Board (3 or more written submissions per case)
45 cases before Disciplinary Committees (2 or more submissions per case)	72	Disciplinary cases pertaining to peacekeeping staff (2 or more written submissions per case; oral presentations in some cases). Higher output due to an increase in the number of disciplinary cases
15 cases before the Administrative Tribunal (2 or more submissions per case)	11	Cases pertaining to peacekeeping staff before the Administrative Tribunal (2 or more written submissions per case)

4 cases regarding other formal procedures (for example, rebuttal panels, Advisory Board on Compensation Claims, Office of Human Resources Management regarding complaints of sexual harassment, Pension Fund, Office of Internal Oversight Services)	5	Cases pertaining to peacekeeping staff regarding other procedures (rebuttal panels, Advisory Board on Compensation Claims, medical board)
70 Joint Appeals Board reports on appeals filed by current or former staff members at Headquarters and in peacekeeping missions	47	Reports of the Joint Appeals Board Lower number of reports attributable to the downward trend in the number of appeals filed during the period
20 Joint Appeals Board reports on requests for suspension of action	22	Reports of the Joint Appeals Board on requests for suspension of action
18 Joint Disciplinary Committee reports on the referral by the Office of Human Resources Management of disciplinary matters or on requests for review of summary dismissal	66	Joint Disciplinary Committee reports Higher number of reports attributable to the priority place on the clearance of Joint Disciplinary Committee cases
120 Headquarters Committee on Contracts meetings and 20 Headquarters Property Survey Board meetings	96	Headquarters Committee on Contracts meetings
	15	Headquarters Property Survey Board meetings
Review of 800 procurement actions and 200 disposal actions annually with recommendations to the Controller	687	Procurement cases reviewed. The number of cases received was lower than expected
	389	Disposal actions reviewed, 80 per cent of which were related to peacekeeping
Analysis of 10 cases of bid protests	No	The new system for bid protests has not yet been implemented; a pilot project is due to be launched early in 2010
10 basic and advanced training courses for members of Local Committees on Contracts and Local Property Survey Boards in peacekeeping missions	16	Training sessions conducted, as a result of high demand
Conference of members of committees on contracts (Headquarters and peacekeeping missions)	Yes	Conference held in February 2009
An e-learning course for the members of the review committees, best practices and jurisprudence	No	The development of an e-learning programme was delayed, owing to the heavy workload of the United Nations Staff System College. The programme is expected to be available by the end of November 2009
Regular monitoring of the implementation of delegation of higher procurement authority for 10 peacekeeping missions	No	The administrative instructions assigning the monitoring function to the Headquarters Committee on Contracts is expected to be issued by the end of 2009

3 assessments at missions requiring process improvements with regard to the work of Local Committees on Contracts	No	As monitoring has not commenced, assessment missions were not undertaken

(b) Office of Programme Planning, Budget and Accounts

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Accounts Division		
3 consolidated and 41 individual mission financial statements with 18 schedules and notes to the financial statements	3	Consolidated financial statements
	45	Individual financial statements
	22	Schedules
	473,000	Accounting transactions processed
Monthly reports on the status of contributions, monthly informal summaries of outstanding assessed contributions and 24 informal summaries of the status of contributions on the 15 major contributors and other Member States	Yes	Monthly reports issued
	24	Informal summaries issued to senior management
Peacekeeping Financing Division		
30 reports on budget performance and budget estimates for 15 active missions	30	15 reports on budget performance and 14 reports on budget estimates for field operations
	1	Revised liquidation budget for UNMEE, whose mandate was terminated effective 31 July 2008
	1	Progress report on the budget for UNAMID
	1	Note concerning additional resources for UNMIS
	1	Commitment authority for MINURCAT
	1	Commitment authority for the financing of the activities arising from Security Council resolution 1863 (2009)
1 report on the updated financial position of 20 closed missions	1	Report on the updated financial position of 20 closed missions
8 reports and notes on the administrative and budgetary aspects of the financing of the United Nations peacekeeping operations, including the overview report, support account and the United Nations Logistics Base	9	1 additional note, on resources approved for field operations for the reporting period, was issued following further financing actions taken by the General Assembly during the main part of its sixty-third session in respect of UNMEE and the support account

15 supplementary information packages to the Advisory Committee on Administrative and Budgetary Questions	17	Supplementary packages for 14 active missions, the revised liquidation budget for UNMEE, the support account and the United Nations Logistics Base
Review and coordination of responses to follow-up questions from legislative bodies on 15 active field missions, the United Nations Logistics Base, the support account and cross-cutting issues	1,646	Pages of written responses to questions raised: 935 pages of responses to follow-up questions from the Advisory Committee on Administrative and Budgetary Questions and 711 pages of responses to the follow-up questions from the Fifth Committee

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Accounts Division		
Assistance to peacekeeping operations by providing advice on financial regulations and rules; accounting polices, procedures and practices; and insurance matters	Yes	Policy guidance and advice on financial matters, as well as the thorough review of monthly accounts and bilateral communications, provided on a continuous basis. Guidance on the review of obligations, the carrying forward of lapsing obligations, the replenishment of strategic deployment stocks and fiscal-year-end closing instructions provided. In addition, a workshop for chief finance officers, at which a large number of relevant subjects were discussed, was held in November 2008
	21	Insurance contracts were reviewed and guidance and advice provided with regard to insurance provisions and indemnity clauses in complex peacekeeping contracts; claims procedures for the worldwide vehicles policy were modified; and insurance requirements for long-term aviation charters were updated
Assistance to field finance operations through training and policy guidance on improved internal controls and rectification of audit findings	Yes	Guidance on finance procedures was provided to the start-up of support for AMISOM, in terms of accounting procedures for within-mission travel and procedures for the recovery of costs from Governments
		The Deputy Director of the Accounts Division and the Chief of the Peacekeeping Accounts Section visited MINURCAT, UNAMID and UNMIS to provide policy guidance and to follow up on audit findings
Analysis and recommendations of new accounting policies in preparation for the adoption of international public sector accounting standards	Yes	Support provided for the adoption of 11 system-wide harmonized policy papers on international public sector accounting standards, including the recommendation of areas of policy harmonization, analysis and review of proposal papers, and discussion with working groups and regional focus groups on positions and recommendations related to policy adoption

Automation of the accounting processes, such as those for recording of assessment receipts and maintenance of contributions records, and automated travel claims	Yes	The issuance of receipts for assessed contributions was automated in the first quarter of 2009. Work is being carried out on an ongoing basis to automate the maintenance of contributions reports and records
Accurate accounting for strategic deployment stock transactions and further refinement of related accounting guidelines, as required	Yes	Shipments of strategic deployment stocks valued at $56.0 million and replenishments of strategic deployment stocks valued at $68.9 million were accurately accounted for
Processing 19,000 payments to Member States, staff and vendors	18,400	Payments processed
Negotiation and administration of 11 insurance policies covering peacekeeping operations, including the master aviation policy and the worldwide vehicle policy	11	Insurance policies covering ongoing field operations, including the malicious acts insurance policy, were negotiated
	2	New policies were put in place during the reporting period to cover property of the Department of Peacekeeping Operations and liabilities for naval vessels in peacekeeping missions
Provision of health and life insurance to all eligible international peacekeeping staff and their dependants	16,833	All eligible staff and dependants were covered in accordance with filed insurance applications. The number of insured staff and dependants reflected a 16 per cent increase compared with the prior year, as a result of a rise in the number of peacekeeping activities
Settlement of all peacekeeping insurance claims and the claims reviewed by the Advisory Board on Compensation Claims		All claims were reviewed and are in various stages of settlement:
	178	New claims reviewed by the Advisory Board on Compensation Claims
	6	New claims reviewed by the Claims Board
	44	Commercial insurance claims presented to Headquarters processed and/or settled under the respective insurance policies
Processing of 5,000 investment settlements for peacekeeping operations in accordance with industry standards	4,148	Investment settlements for field operations processed in accordance with industry standards
Issuance of 250 daily, 12 monthly and 2 semi-annual investment and cash management reports for peacekeeping missions	250	Daily reports issued
	12	Monthly reports issued
	2	Semi-annual reports issued
Implementation of ICOS (IMIS-CMS-OPICS-Swift) to standardize information technology payment systems for the United Nations globally and improve controls	Yes	Continued business support provided for the implementation of the interface

Timely issuance of the assessment letters and comprehensive reminders to Member States regarding unpaid assessments	8,640	Assessment letters were issued to 192 Member States on a timely basis
	161	Comprehensive reminders were transmitted in the fourth quarter of 2008
Processing of 2,500 receipts from Member States for contributions for peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records	3,000	Receipts issued
Effective servicing of the Committee on Contributions through the timely provision of all requested data	15	Reports provided
	58	Conference room papers
Peacekeeping Financing Division		
Processing of monthly troop strength reports on the status of troops in 15 active peacekeeping missions	Yes	In respect of 14 active field operations, owing to the termination of the UNMEE mandate effective 31 July 2008
800 troop payment letters to countries contributing troops and formed police personnel	461	Troop payment letters. The actual number of letters was determined by the number of contributing countries and the cash position of missions
Substantive guidance to Headquarters staff and peacekeeping missions on the Enterprise Budgeting Application	No	During the reporting period, the Enterprise Budgeting Application continued to be under development; therefore, no substantive guidance was provided. Some preliminary testing was conducted by staff of the Peacekeeping Financing Division
Policy guidance to missions on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies	Yes	Instructions for the preparation of the 2007/08 performance reports and the 2009/10 budgets were sent to 15 missions and the United Nations Logistics Base, and issued for the support account. Further policy guidance was provided on an ongoing basis
Regional visits to 5 field missions to provide strategic advice and in situ assistance on budget and financial issues	Yes	Strategic advice provided through 4 mission visits, to UNAMID, UNDOF, UNFICYP and UNIFIL, and 1 visit to Belgium to assist in the preparations with regard to the funding requirements for the financing of the activities arising from Security Council resolution 1863 (2009)
Budget model for the support account field mission backstopping requirements	Yes	A study was undertaken by external consultants on the evolution of the support account and its methodology, which may serve as the basis for further internal reflection

255 funding authorizations for missions and peacekeeping trust funds on an ongoing basis	284	Funding authorizations for field missions, the United Nations Logistics Base, the support account and peacekeeping trust funds
17 mission staffing table authorizations	30	19 mission staffing table authorizations provided for 15 missions, the financing of the activities arising from Security Council resolution 1863 (2009) and the United Nations Logistics Base; 11 provided for the support account
21 financial reports to donors for peacekeeping trust funds	20	Financial reports issued
Training of 60 Headquarters staff and 60 mission staff (including the United Nations Logistics Base) on the Enterprise Budgeting Application	No	During the reporting period, the Enterprise Budgeting Application continued to be under development; therefore, no training of staff was undertaken
Organization and conduct of 16 videoconferences on budget and performance issues with 15 peacekeeping operations and the United Nations Logistics Base on pending budget assumptions and justification issues during the performance and budget report finalization phase	26	High-level review meetings on budget and performance issues related to the support account for peacekeeping With regard to peacekeeping missions and the United Nations Logistics Base, all budget and performance issues were resolved through written correspondence; therefore, there was no requirement for video teleconferences
Training of 200 personnel in 11 peacekeeping missions on the funds monitoring tool	120	Staff trained in 4 field operations (MINURCAT, MONUC, UNIFIL and UNOMIG) and at Headquarters. The lower number of trainees was due mainly to lower-than-estimated attendance, and also to the postponement until July 2009 of training in 2 field operations
Treasury		
The United States dollar and euro-denominated funds of peacekeeping accounts invested in accordance with approved guidelines	Yes	Funds invested in accordance with approved investment management guidelines
Interest rate factors in United States dollar and euro monitored to enhance return on investments	Yes	International financial markets monitored
Credit exposure to any single bank limited in accordance with United Nations guidelines based on sound credit ratings	Yes	Credit ratings for 36 banks monitored daily
Competitive bidding on investments conducted to reduce bid/ask spreads	Yes	Daily competitive bidding on investments conducted
Execution of approximately 3,600 electronic fund transfers, 500 foreign exchange purchases and 2,400 investment settlements	2,858 232 1,341	Electronic fund transfers Foreign exchange purchases Investment settlements

		Lower number of transactions due to the larger size of individual transactions
Execution of approximately 68,000 payroll payments to approximately 5,800 staff members funded by peacekeeping accounts	80,508	Payroll payments executed to 7,972 staff members
Daily cash positions and cash requirements computed to fulfil the multicurrency funding requirements of peacekeeping support accounts	250	Cash position reports issued
Online processing of payment requests to increase efficiency, accountability and transparency	Yes	Interface from IMIS to Swift completed
Industry standard controls supported in investments and payments for peacekeeping accounts	Yes	Industry-standard controls supported Daily payments are processed using Swift and ACH
Advice to and training of peacekeeping missions finance staff on Treasury-related issues, cash management and banking policies and procedures	4	On-site training sessions provided in MONUC, support for AMISOM, UNMIS and UNMIT
Financial Information Operations Service		
Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; LAN administrative functions	Yes	Systems supported by the Financial Information Operations Service continue to be updated, maintained and operated in line with the service requirements of the Office of Programme Planning, Budget and Accounts. LAN administration continues to be provided and support streamlined
Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications; implementation of an IMIS/OPICS/Swift interface	Yes	Continuous maintenance of charts of accounts and other reference tables in IMIS carried out. IMIS/OPICS/Swift interface developed and implemented
Enhanced financial management reports	Yes	Financial reports continuously enhanced to meet user requirements. Contributions reports for governing bodies developed and implemented
Full implementation of the Enterprise Budgeting Application by 30 June 2009	No	The Enterprise Budgeting Application continued to be under development during the reporting period. Delays attributable to the assessment of the feasibility of the inclusion of certain functionalities in the application

(c) Office of Human Resources Management

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Learning and Development Division		
4 training sessions to assist managers in providing support to staff leaving for and returning from peacekeeping missions	Yes	A process for managers allowing for confidential consultations and advice on an as-needed basis has been implemented. 8 confidential sessions were requested and provided during the reporting period
Training of focal point(s) in the mission support system in 1 field mission (UNMIS)	Yes	Training for mission representatives was arranged for and provided at Headquarters for focal points from BINUB, MINUSTAH, UNAMA, UNAMI, UNAMID and UNMIS
Training of focal points to provide mission readiness training in 3 field missions (UNMIT, UNOMIG and UNDOF)	Yes	All missions were invited to attend the mission readiness training provided at Headquarters. 14 focal points from 4 field missions (MINUSTAH, UNAMID, the United Nations Logistics Base and UNMIS) and 3 special political missions (BINUB, UNAMA and UNAMI) attended. In view of the urgent need for assistance in MONUC, available resources were utilized to assess the mission readiness programme, to provide support in MONUC and to train 3 counsellors for mission readiness activities
Provision of online resources within the mission readiness website for managers and staff members	Yes	Mission readiness programme Intranet site active on iSeek and updated as needed
Continued implementation and development of a learning management system for the global management of and access to learning resources	No	Requirements for a learning management system were incorporated into the talent management contract. The learning management system is currently under development and is scheduled to be implemented during the first quarter of 2010
Implementation of mandatory HIV/AIDS training in the workplace orientation programme in 11 peacekeeping missions and at Headquarters	No	Programme was not implemented, owing to staffing constraints. The planned output had been based on the assumption that resources providing for a consultant to conduct the training would be approved; however, the General Assembly did not approve such resources
Recruitment and Staffing Division		
Issuance of approximately 150 vacancy announcements for support account posts at Headquarters during the budget period	152	Vacancy announcements issued

Filling of vacancies through the staff selection system, including the pre-screening of over 18,000 qualified candidates, and provision of support for the review and selection of candidates for posts financed by the peacekeeping support account at Headquarters in the Department of Peacekeeping Operations, the Department of Field Support and other departments, including posts for military officers and civilian police	22,429	Applicants screened to meet the eligibility requirements of such posts; including posts for military officers and United Nations police
Approximately 580 recruitments, extensions and fielding of civilian staff and military and civilian police staff on secondment from Member States funded under the support account, including those recruited for temporary positions	501	Recruitments and reappointments
	115	Extensions of contracts for military and police personnel seconded by Member States
Clearance and certification of Chiefs and Directors of the Mission Support Division and Chief Civilian Personnel Officers for missions, Chiefs of Personnel, and all Professional officers with responsibilities for personnel administration and performing human resources functions for both peacekeeping missions and the Department of Field Support at Headquarters	67	Certification cases handled. Certification is required for all Professional personnel performing significant functions in the area of human resources management
Provision of guidance and support to Member States on the filling of vacancies for military officers and civilian police. Guidance is provided through notes verbales (on average 3 campaigns per year), walk-in visits, e-mails and phone calls (on average 300 per year). Provision of guidance and support to staff members, the Executive Office and programme managers in the Department of Peacekeeping Operations, the Department of Field Support and peacekeeping field missions on human resources management, including application of the Staff Regulations and Rules, and staff administration, including contract arrangement, entitlements and benefits	21,300	Cases of advice and guidance provided to the Executive Office of the Department of Peacekeeping Operations and the Department of Field Support (35 per cent), programme managers (5 per cent), staff members (40 per cent) and candidates (15 per cent), as well as permanent missions (5 per cent), regarding human resources issues related to Headquarters staff on the support account for field operations, including military officers and civilian police

Provision of guidance and support concerning the Staff Regulations and Rules, human resources policies, entitlements and benefits, and recruitment and promotion to the Department of Peacekeeping Operations and the Department of Field Support	2,740	Advice and guidance provided to the Department of Peacekeeping Operations and the Department of Field Support, peacekeeping missions and their staff members on various issues related to human resources
	107	Advice and guidance provided in human resources-related cases concerning agreed termination, termination owing to health (disability), superannuation beyond 3 years, special leave with full/half pay, exceptions to rules and regulations and conversion to permanent contract
Provision of administrative support to staff of the Department of Peacekeeping Operations and the Department of Field Support at Headquarters, including administration of contracts, entitlements, benefits and allowances	1,656	Cases in which human resources services were provided (education grant, rental subsidy, dependency allowance, separation, superannuation, agreed termination, outside activities, inter alia)
Continued implementation and refinement of an e-staffing system for processing recruitment for vacancies at Headquarters, including recruitment by the Department of Peacekeeping Operations and the Department of Field Support of military officers and civilian police	No	A new talent management system, INSPIRA, is under development and will be launched in March 2010 at Headquarters and in offices away from Headquarters. The system is scheduled to be launched in field missions in April 2010
Continued implementation and refinement of a document management system to streamline processes for human resources document management and to meet the digitization and classification needs for day-to-day operational requirements, as well as for archiving purposes, including the official status files of staff of the Department of Peacekeeping Operations and the Department of Field Support at Headquarters	No	Initialization was conducted for the digitization of official status files, legal files and medical records. Proof of concept was implemented using Captiva software. Digitization project was put on hold pending management decision
Development of outreach strategies and conduct of outreach activities and recruitment campaigns to identify potential candidates for the Department of Peacekeeping Operations and the Department of Field Support	Yes	Outreach missions have been undertaken to Japan, the Republic of Korea and the United Arab Emirates. Outreach strategies are being developed in consultation with the Department of Peacekeeping Operations and the Department of Field Support
Policy and Strategic Planning Division		
Management of requests for administrative review, appeals and disciplinary cases in respect of civilian mission personnel (105 formal cases)	462	Cases handled, including 48 requests for administrative review. Some of these involved the preparation of review letters, 29 of which were received during the reporting period

		36 appeals cases handled, 8 of which were received during the reporting period 370 disciplinary cases handled, 229 of which were received during the reporting period 8 representations of respondents in suspension-of-action hearings
Provision of legal advice and recommendations for 10 cases of sexual exploitation and abuse as disciplinary cases (not delegated to departments) through all steps of the disciplinary process	14	Cases of sexual exploitation and abuse addressed, 10 of which were received during the reporting period
Provision of advice and sharing of lessons learned on matters related to the administration of justice for all peacekeeping missions. The Administrative Law Unit provides advice mainly to the following entities on matters related to the administration of justice: the Conduct and Discipline Unit at Headquarters; conduct and discipline teams in field missions; the Field Personnel Division in the Department of Field Support; and directors of mission support and chiefs of mission support in field missions. Advice is provided mainly by e-mail and telephone, as it is usually sought on an expedited basis. Advice is provided on a regular, often daily, basis	Yes	Consultations carried out on an ongoing basis with the Department of Peacekeeping Operations, the Department of Field Support and peacekeeping missions on appeals, disciplinary and other human resources issues Consultations carried out on an ongoing basis with the Department of Peacekeeping Operations, the Department of Field Support and peacekeeping missions on matters related to PIN code misuse, financial disclosure requirements and the misuse of information and communications technology resources by field mission staff
Provision of policy advice for strategic approaches to prevent occurrences of sexual exploitation and abuse with respect to civilian staff, including mission-specific policies which are consistent with general policies, regulations and rules applicable Secretariat-wide	Yes	The report of the Secretary-General to the General Assembly on special measures for protection from sexual exploitation and sexual abuse (A/63/720) reflects progress made in the creation and implementation of measures to prevent sexual exploitation and abuse, and measures aimed at the processing of allegations
Provision of policy guidance and support to the Department of Peacekeeping Operations and the Department of Field Support on human resources management in peacekeeping missions, including interpretation of and compliance with applicable rules and regulations	Yes	Guidance on policy matters provided to the Department of Peacekeeping Operations and the Department of Field Support in written form (memorandums and e-mails) and at meetings. Guidance and support provided with regard to the implementation of contractual reform for field and Headquarters staff, including the transition to the new rules for field staff on board as of 1 July 2009; the establishment of field central review bodies; the updating of and guidance on the use of generic job profiles; policy clarifications/

		advice concerning new conditions of service; and the ongoing review of policies as part of the continued efforts to further harmonize conditions of service for field staff. Policy support also provided with regard to the clarification of issues concerning the conditions of service for local personnel serving in missions, including consultants and individual contractors
Updating and adjusting policies and entitlements for all civilian personnel in all peacekeeping missions	Yes	Amended Staff Regulations (ST/SGB/2009/6) issued, together with a new set of provisional Staff Rules (ST/SGB/2009/7) providing for, among other things, new and harmonized conditions of service for peacekeeping staff in the field
Review of mission subsistence allowance rates in 6 peacekeeping missions (MINURSO, UNOCI, UNOMIG MONUC, UNMIT and UNMIL)	5	Review of mission subsistence allowance rates in MINURSO and MINUSTAH (conducted remotely) and in MONUC, UNMIT and UNOMIG (conducted on site). Mission subsistence allowance rates in UNOCI reviewed during the previous period
Conduct of comprehensive salary surveys in 5 peacekeeping missions (UNIFIL, UNOMIG, MONUC, UNMIL and UNOCI) and issuance of 20 salary scales for local staff in peacekeeping missions	4	Comprehensive salary survey conducted in MONUC, UNIFIL, UNMIT and UNOMIG. Salary survey conducted in UNMIL during the previous period
	16	Salary scales issued for local staff in the field missions above
Conduct of interim salary surveys for other peacekeeping missions and issuance of 36 salary scales for local staff in field missions	36	Salary scales updated for field missions
Review and development of generic job profiles for use in peacekeeping missions	Yes	Guidance, including on-the-job training, provided on an ongoing basis. Generic job profiles for the Field Service category reviewed, as requested by the Department of Field Support. 65 new generic job profiles developed and approved during the reporting period to cover all occupational groups utilized in the Field Service category
Provision by the Office of Human Resources Management of training in the application of job classification standards and procedures to human resources personnel in the Department of Peacekeeping Operations, the Department of Field Support and peace operations	1	Job classification training session provided for 19 participants

Provision of guidance to the Department of Field Support and peacekeeping missions on delegated human resources management authority through the Field Personnel Division, including on-site visits to three missions, and implementation and refinement of information technology support tools for monitoring	3	Monitoring on-site mission visits carried out to MINURSO, UNMIL and UNOCI Advice and guidance on various mission-related human resources issues provided to the Department of Field Support, field missions and their staff members
Implementation of human resources action plans in five peacekeeping missions	Yes	Human resources action plans for all field missions introduced on 1 July 2008
Review of the results of pilot human resources action plans projects in 5 peacekeeping missions and modification of the plans on the basis of experience gained for implementation in all peacekeeping operations	No	Human resources action plans for all field missions were introduced during the reporting period. The review of the results for the period ending 30 June 2009 is being undertaken during the 2009/10 period
Enhanced human resources reporting capacity on the Department of Peacekeeping Operations and the Department of Field Support human resources-related information for Organization-wide reporting	No	A new data repository is being developed to enhance the reporting capacity on human resources-related information for the Secretariat, including the Department of Peacekeeping Operations, the Department of Field Support and field missions. The implementation of the data warehouse began during the 2009/10 period and is scheduled to continue in 2010/11
Development and monitoring of data reporting standards for human resources for all departments, including the Department of Peacekeeping Operations and the Department of Field Support	No	Data reporting standards are being developed in the context of the development of the new data warehouse
Improvement of the capacity for human resources help desk support to respond to requests and enquiries from the Department of Peacekeeping Operations and the Department of Field Support	Yes	Improved help desk support provided through quicker response time
Medical Services Division		
Formulation and update of health standards, policies and guidelines to protect all peacekeeping mission personnel against potential environmental and biological health hazards, including pandemic human influenza, and to ensure readiness to respond to such events	Yes	Guidelines for field missions on medical preparedness in the event of an influenza pandemic were updated. Guidance documents listing frequently asked questions were developed and posted on the United Nations pandemic preparedness website

Functional oversight over 16 chief medical officers and provision of medical technical oversight to the entire mission medical support system to maintain consistency and an acceptable level of delivery of health services	Yes	Medical technical oversight and support were provided to 16 chief medical officers and to all field missions on an ongoing basis
Oversight, evaluation and monitoring and provision of ongoing technical support to 52 United Nations civilian medical units	Yes	Medical administrative and technical support was provided to a total of 77 civilian medical facilities on an ongoing basis
Review for technical clearance of 400 curricula vitae of candidates for medical positions (P-5, P-4 and P-3 level and United Nations Volunteers) in peacekeeping missions	213	93 curricula vitae of candidates for medical posts (Medical officers, nurses and pharmacists) and 120 curricula vitae of candidates for posts as United Nations Volunteers were reviewed. The total number reflects the actual number of requests for technical clearance with regard to new job openings in all field missions
1 regional meeting of chief medical officers for coordination and update of medical and medico-administrative policies	1	A meeting of civilian and military chief medical officers was organized by the Medical Services Division, the Department of Security and Safety and the Department of Field Support for field missions at the United Nations Logistics Base in September 2008 and was attended by 26 physicians from field missions. Practical and certified training on pre-hospital trauma life support was provided
3 on-site assessments of mission medical facilities (MONUC, MINURCAT and UNAMID)	3	On-site assessment visits were carried out to MONUC, UNMIL and UNMIS. Assessment missions to MINURCAT and UNAMID had been carried out during the previous reporting period
Evaluation of a regional medical evacuation centre linked to peacekeeping missions (Nairobi)	Yes	Evaluation visit carried out to Dubai Because the medical facilities in Nairobi had been overwhelmed by the large number of medical evacuations from the adjoining missions, and as a result of the limited number of intensive-care-unit beds in Nairobi, hospitals in another regional evacuation centre for North Africa needed to be identified. Hospitals in Dubai were visited, evaluated and approved as evacuation destinations
Medical examination of 1,270 candidates for mission deployment or travel	421	Medical examinations conducted. The number of medical examinations to be conducted had been planned on the basis of the anticipated expansion of the newly established field operations of MINURCAT and UNAMID

		The lower output was due to the delegation of authority to the Chief Medical Officer of UNAMID, and to the lower number of staff deployed from Headquarters to the missions during the reporting period
2,500 pre-mission briefings and consultations on health-related issues	1,385	The number of pre-mission briefings and consultations to be provided had been planned on the basis of the anticipated expansion of the newly established field operations of MINURCAT and UNAMID. In addition, the lower output was due to the delegation of authority to the Chief Medical Officer of UNAMID to perform medical examinations and provide medical clearance
1,200 pre- and post-mission psychological consultations, as well as mental health management (diagnosis, therapy, outside referral and follow-up)	322	Pre- and post-mission psychological consultations provided. Lower output due to the change from a case-action-based to a case-based reporting system
Immunizations of 1,400 staff of the Department of Peacekeeping Operations, the Department of Field Support and missions	817	The number of immunizations to be carried out had been planned on the basis of the anticipated expansion of the newly established field operations of MINURCAT and UNAMID. The output was lower because fewer staff were deployed from Headquarters to the missions during the reporting period
Issuance of 1,500 medical kits for mission travel and deployment and briefing of travellers on the usage and contents of the kits	834	The number of medical kits to be issued had been planned on the basis of the anticipated expansion of the newly established field operations of UNAMID and MINURCAT. The lower output was due to the non-issuance of new medical kits to staff who had received them for previous travel
Medical treatment of and consultations with 4,000 staff of the Department of Peacekeeping Operations and the Department of Field Support and visiting mission staff	3,331	The number of medical treatments and consultations to be carried out had been planned on the basis of the anticipated expansion of the newly established field operations of MINURCAT and UNAMID
Review and analysis of 14,880 incoming medical examinations of mission staff/candidates, military observers and civilian police to determine fitness for recruitment/assignment/travel	15,634	The total number reviewed includes 6,832 incoming medical examinations of military observers and police officers for medical clearance and 8,802 medical examinations of civilian staff for medical clearance
Certification of sick leave for 9,150 staff of missions, the Department of Peacekeeping Operations and the Department of Field Support	970	Cases of certified sick leave Lower output due to the change from a case-action-based to a case-based reporting system. The number reflects the total number of certified sick leave cases, rather than the number of case actions related to the processing of certification (5,820)

		The number of sick leave cases to be certified had been planned on the basis of the anticipated expansion of the newly established field operations of MINURCAT and UNAMID. In addition, effective 1 January 2008, the total number of working days that may be approved as certified sick leave by an executive or local personnel office increased from 10 to 20 (see ST/AI/2005/3/AMEND.1)
Provision of advice to the United Nations Joint Staff Pension Fund on 140 disability pension case actions for staff of missions and the Department of Peacekeeping Operations	108	Disability pension case actions related to 18 peacekeeping staff cases
Provision of advice to the Department of Peacekeeping Operations and missions on 1,400 case actions taken regarding medical evacuations/repatriations of civilian staff, military observers, civilian police and troops	655	Medical evacuations/repatriations of civilian and military personnel (1,310 case actions)
Provision of advice on medical compensation for civilian staff, military observers, civilian police and troops (720 case actions taken)	406	Cases in which advice was provided on medical compensation The number of case actions to be taken had been planned on the basis of the anticipated expansion of the newly established field operations of MINURCAT and UNAMID
Incorporation of medical examination information for mission staff into EarthMed software (United Nations electronic patient record software)	Yes	Statistical reports setting out medical examination information for mission staff are available through the EarthMed system
Implementation of transfer to digital storage and electronic processing of the medical examinations records for peacekeeping military observers and civilian police officers	Yes	Medical records of peacekeeping military observers and civilian police officers are processed electronically and stored digitally

(d) Office of Central Support Services

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Archives and Records Management Section		
Maintenance of all archived records for all liquidating missions	Yes	All records registered, re-boxed and stored in secure temperature- and humidity-controlled repositories
Identification of archival records at UNAMID and MINURSO for immediate or future transfer to Headquarters	Yes	Archival records were identified at MINURSO during the 2007/08 period. The UNAMID assessment was postponed, owing to the fact that priority had been placed on the identification of archival records at UNMIK, as a result of the Mission's downsizing, and at UNOMIG, as a result of the expiration of the Mission's mandate on 15 June 2009
Preservation of multimedia archives from UNMIK	Yes	1,000 gigabytes of UNMIK multimedia records received as at August 2009. Records were assessed, registered in the electronic record-keeping system of the Archives and Records Management Section, backed up and moved to very secure storage. Advice was provided to UNMIK on the preparation of additional multimedia archives
100,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation	20,000	Pages posted. Lower output due to the limited record-keeping practice and capacity in peacekeeping missions, which required the Archives and Records Management Section to screen a total of 799,150 pages for sensitive information and to isolate confidential and strictly confidential records that cannot be made available to the public
1,000 reference responses to the Organization and Member States regarding peacekeeping archives	Yes	940 requests to visit the Archives, as well as written, e-mail and telephone requests for information regarding peacekeeping records, received and responded to. Approximately 80 per cent of those requests were internal; the remainder were from Member States

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Archives and Records Management Section		
Implementation of records management programmes in compliance with United Nations record-keeping requirements at UNAMID and MINURSO	Yes	In March 2009, MINURSO established a records management programme that is in compliance with United Nations standards. Resources were redirected from UNAMID to UNMIK and UNOMIG during the period as priorities shifted
Delivery of a records, information and archives workshop for peacekeeping missions and personnel at the United Nations Logistics Base	Yes	A 4-day records management training programme was conducted for 21 staff from 16 missions at the United Nations Logistics Base in Brindisi, Italy, in April 2009. Positive feedback was received regarding improved record-keeping practices in missions
Facilities Management Service		
Screening and handling of incoming/outgoing mail, pouch and inter-office mail for the Department of Peacekeeping Operations and the Department of Field Support	Yes	1,190,918 pieces of incoming and outgoing postal mail and packages were processed, representing 24.5 per cent of the Mail Operations Unit workload in that area; 142,606 pounds of incoming and outgoing pouch mail were processed, representing 11.7 per cent of the Unit's workload in that area; and 80,533 pieces of inter-office mail were collected and delivered, representing 4 per cent of the Unit's workload in that area
Inspection of incoming valises and increased screening of packages sent to overseas offices	Yes	993 incoming pouch valises were received, inspected and processed, representing 36.6 per cent of the Mail Operations Unit workload in that area; 5,485 outgoing pouch packages were screened, representing 96.6 per cent of the Unit's workload in that area
Procurement Division		
Issuance of 300 contracts, including amendments, 2,000 purchase orders and 60 system contracts which are expected to expire in 2009 (including amendments to contracts) for peacekeeping operations	426	Contracts, including amendments, issued. Among these, 164 were systems contracts
	2,038	Purchase orders issued
Full registration of 900 vendors meeting United Nations requirements	No	A total of 381 vendors were fully registered. 92 vendors were from developing countries and countries with economies in transition, as compared with 67 vendors during the prior period Lower output due to the submission of incomplete applications and limitations in the capacity of the Procurement Division to process applications

Online Procurement Manual	Yes	Procurement Manual published on the procurement network/community-of-practice website. The Procurement Manual is now presented in an online, interactive Wikipedia library format, which will facilitate the updating, editing and receipt of contributions from Procurement staff at all duty stations, as well as from subject matter experts such as the staff of the Office of Legal Affairs and the Ethics Office
Updated vendor database of over 6,000 vendors	Yes	Updated information regarding 6,000 vendors in Procure Plus database. All registered vendors were informed of the new registration procedures. Vendors are still in the process of updating their registration in the United Nations Global Marketplace, the new online vendor registration portal
Standard ship chartering contract and statement of work	No	Standard contract drafted and comments made on statement of work pending finalization
Review and development of best practices in anti-corruption measures	No	Scope of work will fall within the purview of the forthcoming senior vendor review committee, to be chaired by the Director of the Ethics Office
Improved procurement process on short-term air chartering services for cargo and passengers (including chartering of executive jets)	No	Programme was cancelled, owing to changes in terms of priority and operational need
8 procurement management reviews in field missions (MONUC, UNMIS, MINURCAT, UNIFIL, UNFICYP, MINURSO, UNDOF and UNAMID)	5	Management reviews conducted for UNAMA, UNAMI, UNMIL, UNOCI and UNOMIG. Lower output due to a change in terms of operational priorities
20 site visits, bidder conferences and contract negotiations prior to contract award	13	Site visits conducted, as well as bidder conferences and contract negotiations outside Headquarters Lower number of site visits due to the holding of negotiations and conferences at Headquarters, which minimized the need for such visits
2 pilot local business centres or trade points at peacekeeping missions	No	The programme was cancelled, owing to a change in strategy with regard to business seminars, some of which are to be organized through the International Chamber of Commerce
Establishment of automated freight-forwarding operations	Yes	Automated freight-forwarding operations system established in March 2009
Training of 600 staff in procurement, contracting and external certification: 100 at Headquarters and 500 in the field	278	138 staff at locations worldwide received training in the fundamentals of procurement, including such issues as "best value for the money", ethics and integrity

		74 staff members from peacekeeping missions and Headquarters were trained in specification writing, unit cost analysis and how to process and evaluate bids by the National Institute of Governmental Purchasing 6 staff members from peacekeeping missions were trained in the train-the-trainers programme on how to enhance the delivery of procurement training 25 staff members from the Logistics and Transportation Section were trained in airline contract law by the International Air Transport Association 10 Headquarters staff attended a workshop on sustainable procurement training 15 Headquarters staff attended a vendor debriefing training session 5 Headquarters staff enrolled in 10 online procurement-related courses offered by the United Nations Institute for Training and Research 5 Headquarters staff enrolled in individual courses on such topics as risk management; drafting contracts and agreements; and contracts, procurement and negotiations for project managers, and in information technology programming courses The lower number of staff trained was attributable to the priority placed on the development of an online training system
Training of staff operating 2 business centres at selected missions	No	The programme was cancelled, owing to a change in strategy with regard to business seminars, some of which are to be organized through the International Chamber of Commerce
Procurement Manual update	Yes	The Procurement Manual has been updated, revised and published as an interactive online document, which has made it easier to use, navigate and understand
Establishment of a long-term contract for vendor screening to strengthen internal control mechanisms	Yes	Solicitation completed and award made
Information Technology Services Division		
Support for Intranet, IMIS, Galaxy and Citrix connectivity to all peacekeeping missions	Yes	Users at all missions have Intranet connectivity through the United Nations Logistics Base. 424 Citrix accounts provide access to IMIS for 16 missions

Support and maintenance of the Department of Peacekeeping Operations data centre and network computing framework for dedicated data, voice and fax channels	Yes	All servers in the Department of Peacekeeping Operations and the Department of Field Support have been covered for level 1 support
Installation of a document storage system enabling secure communications and sharing of information over the Internet to replace the existing cryptofax system	Yes	46 Cyber-Ark user accounts provided in peacekeeping missions and 30 user groups provided to the Department of Peacekeeping Operations and the Department of Field Support for the secure storage and sharing of information over the Internet
Provision of secure user identifications for remote access to Virtual Private Network and for access to IMIS, Citrix, ODS and the Internet Protocol User Address System	Yes	265 staff members in field missions have been provided with remote-access secure user identifications permitting remote access to a virtual private network for the Department of Peacekeeping Operations and the Department of Field Support. A site-to-site virtual private network links Headquarters with the United Nations Logistics Base, which acts as a hub for the missions
Travel and Transportation Section		
Negotiation or renegotiation of 33 airline agreements to benefit Department of Peacekeeping Operations and Department of Field Support travellers by reducing travel costs (11 ongoing, 21 renegotiated and 1 negotiated during the period (most contracts are of a 2-year duration))	34	31 airline agreements renegotiated and 3 negotiated during the period
8,000 travel authorization inspections	7,356	Travel authorizations Lower output due to an overall decrease in travel on the part of peacekeeping personnel at Headquarters
Entitlement calculation of 300 lump-sum home leave travel requests for Department of Peacekeeping Operations staff at Headquarters (decrease owing to the calculation of lump sum requests in the field effective 1 July 2007)	398	Lump sum travel requests processed
Issuance of 8,000 travel documents and visas	8,073	Travel documents and visas issued

Arrangement of 4,500 shipments (personal effects shipments, including insurance claims)	10,737	Personal effects shipments, including insurance registrations, invoices and claims Higher output due to the mandatory participation of Member States (effective March 2009) in the utilization of the DHL courier services contract for the shipment of 100 kg of personal effects for United Nations police officers and military observers
Receipt and delivery of 14,000 materials, goods and parcels to Department of Peacekeeping Operations and Department of Field Support offices at Headquarters	16,296	Items of materials, goods and parcels Higher output due to the increased number of purchase orders inspected for the receipt and delivery at Headquarters of information technology equipment for field operations
Delivery of office supplies related to 500 requisitions for the Department of Peacekeeping Operations and the Department of Field Support	433	Requisitions processed

D. Office of Internal Oversight Services

1. Results-based-budgeting framework

Expected accomplishment 1.1: improved reporting to the General Assembly and other intergovernmental bodies to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Audit reports specifically requested by the Assembly	2	Report of the Office of Internal Oversight Services on the audit of the use of extraordinary measures for the African Union-United Nations Hybrid Operation in Darfur (A/63/668); report of the Office of Internal Oversight Services on the audit of the Secretariat's structure for managing and sustaining peacekeeping operations (A/63/837)
Annual report to the Assembly on peacekeeping audit results and implementation of critical audit recommendations	Yes	Report on the activities of the Office of Internal Oversight Services for the period from 1 January to 31 December 2008 (A/63/302 (Part II))

Expected accomplishment 3.1: increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
2 in-depth evaluation reports on the review of peacekeeping operations	1	Report of the Office of Internal Oversight Services on the programme evaluation of the performance and achievement of results by the United Nations Operation in Côte d'Ivoire (A/63/713)
		The planned output of 2 in-depth evaluation reports on the review of peacekeeping operations had been based on the assumption of the establishment of 4 additional staffing resources (1 P-5, 1 P-4, 1 P-3 and 1 GS), which were not approved by the General Assembly
2 reports on thematic evaluation of peacekeeping operations	1	Report of the Office of Internal Oversight Services issued on the thematic evaluation of disarmament, demobilization and reintegration in field operations. While the assignment was completed during the budget cycle, the issuance of the report was slightly delayed, owing to the postponement of field visits to MONUC and UNMIS because of the respective security situations
		The planned output of 2 reports on the thematic evaluation of peacekeeping operations had been based on the assumption of the establishment of 4 additional staffing resources (1 P-5, 1 P-4, 1 P-3 and 1 GS), which were not approved by the General Assembly
2 ad hoc inspection reports on the review of peacekeeping operations	No	The planned output of 2 ad hoc inspection reports on the review of peacekeeping operations had been based on the assumption of the establishment of 4 additional staffing resources (1 P-5, 1 P-4, 1 P-3 and 1 GS), which were not approved by the General Assembly
420 reviews and analysis of misconduct allegations (category I) for decisions as to jurisdiction and investigative action	378	Allegations related to field operations were received, with 110 investigations carried out
		Lower output attributable to the downward trend in the number of such allegations received from field missions
120 investigation reports	113	Reports related to field operations issued to the Department of Peacekeeping Operations and the Department of Field Support
130 referrals to relevant programme managers for comment and action prior to Office of Internal Oversight Services investigation or closure of case	105	Referrals of category II misconduct to managerial staff of the Department of Peacekeeping Operations and the Department of Field Support for their review and action
		Lower output attributable to the general downward trend in the number of such allegations received from field missions

20 advisories to Department of Field Support and mission management related to proposed category I or conducted category II investigations	73	Advisory reports submitted to the Department of Peacekeeping Operations, the Department of Field Support and mission management, mainly in relation to requests for clearance for new certifying officers in field missions Higher number of advisory reports issued attributable to the increased number of requests received by the Investigations Division
10 audit reports by United Nations Headquarters auditors	10	Audit reports covering various aspects of field operations, including United Nations police operations, the administration of trust funds, local committees on contracts and the procurement of core requirements
110 audit reports by resident auditors located in peacekeeping missions	75	Audit reports Lower output attributable to vacancies in resident audit offices, which resulted from the continued difficulties in attracting and retaining qualified staff in the field, as well as from delays in the deployment of new staff. In addition, audit reports submitted from the field were extensively reviewed to ensure the highest quality

E. Executive Office of the Secretary-General

1. Results-based-budgeting framework

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of advice for approximately 117 reports of the Secretary-General to the Security Council and General Assembly on peacekeeping issues	136	Advice provided for 136 reports on peacekeeping issues submitted to the Executive Office of the Secretary-General (43 reports to the General Assembly and 93 reports to the Security Council)
Provision of advice for approximately 300 talking points, including in the preparation of 10 presentations by the Secretary-General to the Security Council	808	Talking points related to peacekeeping missions
	389	Talking points for bilateral meetings
	12	Presentations to the Security Council on peacekeeping matters
Approximately 220 letters and notes providing guidance to the Department of Peacekeeping Operations or directly to peacekeeping missions	196	Notes and letters sent providing guidance to the Department of Peacekeeping Operations or directly to field missions

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Comments and guidance to peacekeeping missions and Department of Peacekeeping Operations on Secretary-General's reports on peacekeeping missions	82	Comments and guidance provided to field missions and the Department of Peacekeeping Operations on 82 reports

F. Office of the United Nations Ombudsman

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Resolution of employment-related problems in 140 cases	338	Peacekeeping personnel sought the assistance of the Office of the United Nations Ombudsman during the reporting period; all 338 cases have been fully addressed and closed. The number of cases received was higher than anticipated
Analysis of 140 cases to identify systemic issues in accordance with the terms of reference of the Office	338	Cases received and analysed to identify systemic issues arising in field operations. The observations were shared with peacekeeping management
70 meetings with staff of the Field Personnel Division of the Department of Field Support, peacekeeping mission leadership and senior management	130	Meetings held to discuss cases and systemic issues. In addition, the Ombudsman participated in the thirtieth session of the Staff-Management Coordination Committee, held in June 2009
2 visits to peacekeeping missions by staff of the Office of the United Nations Ombudsman; UNAMID and UNMEE	4	Visits carried out to field missions (UNMIK, in October 2008; MONUC, in March and April 2009; and UNMIS and UNAMID, in May 2009). Higher number of visits due to the increased number of cases received. UNMEE was not visited, owing to the termination of its mandate on 31 July 2008
2 quarterly meetings with senior management in United Nations Headquarters	8	Meetings held with senior management. Higher output due to the increased number of cases received and efforts to bring systemic issues to the attention of senior management
Distribution of 150 information brochures to facilitate equal access to and raise awareness about the Office, in particular among local, national and General Service staff	500	Brochures and flyers distributed among staff at large, in particular local, national and General Service staff. Higher output attributable to additional travel to field operations and to an increased effort to raise awareness about the activities of the Office

Publication of biannual newsletter on the Office of the United Nations Ombudsman website	No	During the reporting period, priority was placed on the creation of the Ombudsman and Mediation Services website, which has been operational since October 2009. Given that priority, the newsletter was not published

G. Ethics Office

1. Results-based-budgeting framework

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of United Nations ethics-related advice to staff	434	Queries received. Advice provided to United Nations staff members, including staff from field missions
Training of staff members at Headquarters and offices away from Headquarters	8,900	Staff participated in the mandatory online Integrity Awareness Initiative training course
	3,000	Staff participated in the workshop entitled "Working together: professional ethics and integrity in our daily work"
	120	Staff participated in the workshop entitled "Ethics and integrity in procurement"
	4	Training sessions held for field-based central review bodies
	8	Customized training sessions held on ethics-related issues in UNIFIL

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Case reviews to determine whether there are credible cases of retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations	29	Cases reviewed
Administration of the financial disclosure programme	3,118	Staff members completed the financial disclosure programme within the filing period

H. Office of Legal Affairs

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of 17 work-years of legal support and assistance in the form of legal opinions and advice to all peacekeeping missions and supporting units (the Department of Peacekeeping Operations, the Department of Field Support and the Procurement Division of the Office of Central Support Services, among others), on an as-needed and ongoing basis, regarding:		
50 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules	130	Memorandums and accompanying legal texts and drafts concerning legislative aspects of field operations
100 institutional and operational arrangements (for example, status-of-forces and status-of-mission agreements and other similar agreements, as well as general questions of public international law and rules of engagement), and finalization of agreements with Governments and international organizations concerning such arrangements	226	Memorandums, draft instruments and other written and verbal communications concerning the institutional and operational arrangements for field operations. Increased output attributable to heavy demand for legal advice
15 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law in field missions	5	Memorandums and other written and verbal communications concerning investigations into allegations of such violations Lower output attributable to decreased demand for investigations into new allegations
195 commercial aspects, including contracts and substantial procurement of supplies, logistic support, insurance, demining and similar operations, disposition of assets and air and sea charter arrangements	783	Draft contracts, memorandums, communications providing advice on negotiations, and related communications with vendors and other parties on commercial aspects of field operations Increased output attributable to heavy demand for legal services

15 claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death	43	Cases in which claims analysis and management were provided, including written advice and correspondence Increased output attributable to heavy demand for legal services
15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	21	Memorandums and related documents and advice provided on financial questions arising from field operations
5 arbitration or litigation instances, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies	1	Instance in which legal representation and support were provided for an ongoing arbitral proceeding arising from or related to the Organization's field operations
50 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	71	Instances involving privileges and immunities, including legal correspondence and related representation Increased output attributable to greater demand for services
75 personnel matters, including interpretation and application of the Staff Regulations and Rules, issues of the rights and obligations of staff members, benefits and allowances	213	Memorandums and related forms of legal advice on personnel matters arising from field operations Increased output attributable to heavy demand for services, including the vetting of the qualifications of legal advisers in missions
5 representations in cases brought under the statute of the United Nations Administrative Tribunal	27	Instances of representation Increased output attributable to heavy demand for services as a result of changes in the Organization's internal administration of justice
20 legal aspects of security, including the promulgation and application of the Security Handbook	38	Memorandums and related legal analyses Increased output attributable to greater demand for services

I. Department of Public Information

1. Results-based-budgeting framework

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
15 stories per month on topics related to peacekeeping produced and distributed by satellite to more than 700 broadcasters, including 500 clients of Associated Press Television News	31	Stories per month on average
		Increased output attributable to the fact that there was more peacekeeping news to report than anticipated
	700	Broadcasters offered stories for distribution, including 500 clients of Associated Press Television News
15 reformatted stories per month uploaded to the Web in broadcast quality available for download by broadcasters	31	Stories per month on average reformatted and uploaded to the UNifeed website in broadcast quality
Production of 5 additional feature stories a year for the United Nations in Action series and distribution to broadcasters worldwide	5	Feature stories on Haiti were produced in partnership with MINUSTAH for the United Nations in Action series
	1	Feature story entitled "Demining dogs in South Sudan" was produced with the help of UNMIS for the United Nations in Action series
	1	Programme on Cyprus was produced in cooperation with UNFICYP
Field production of 2 in-depth reports for the Department's monthly magazine programme, 21st Century	No	Not produced, owing to funding constraints
		United Nations Television and Video had expected to receive extrabudgetary funds for 2 in-depth field productions
Production of video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed	Yes	An 8-minute video entitled "Women in peacekeeping: the power to empower" was co-produced with the Department of Peacekeeping Operations in English, French, Spanish and Chinese for International Day of United Nations Peacekeepers. The video was screened in the public lobby at Headquarters as part of an exhibition with the same theme; it was also delivered to the Department of Peacekeeping Operations for distribution and posted to the United Nations-branded channel on the video-sharing website YouTube

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Strategic advice on the communications aspects of planned, newly established or expanded peacekeeping operations	3	Instances in which strategic communications advice was provided on the expanded MINURCAT and UNAMID missions, as well as on support for AMISOM
Predeployment assessment to ascertain public information requirements and communications plan for planned, newly established or expanded peacekeeping operations	1	Assessment mission completed for the expanded MINURCAT
Identification and technical clearance of potential candidates for the public information components of peacekeeping missions	236	Candidates identified and technically cleared

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of strategic guidance and support to 10 peacekeeping missions (MINUSTAH, MINURCAT, MONUC, UNAMID, UNIFIL, UNOCI, UNMIL, UNMIK, UNMIS and UNMIT) in formulating and implementing public information strategies; visits to 4 field missions to provide guidance and support in situ	11	Guidance and support provided to 11 field operations (MINURCAT, MINUSTAH, MONUC, UNAMID, UNDOF, UNIFIL, UNMIK, UNMIL, UNMIS, UNMIT and UNOCI)
	5	On-site visits carried out to UNDOF, UNIFIL, UNMIL, UNOCI and the expanded MINURCAT to assist in the formulation and implementation of public information strategies
Regular advice provided on public information matters to 5 peacekeeping missions (MINURSO, UNDOF, UNFICYP, UNMEE and UNOMIG)	4	Advice provided on public information matters to MINURSO, UNDOF, UNFICYP and UNOMIG. The mandate of UNMEE was terminated on 31 July 2008
A 1-week specialized training course for mission and Headquarters public information personnel involved in peacekeeping matters	1	A training course, for senior peacekeeping public information staff, focusing on new media, outreach best practices and outreach by military troops was held in June 2009 at the United Nations Office at Nairobi. 20 public information chiefs and senior staff from peacekeeping missions participated, together with Headquarters personnel. A report was prepared and evaluations distributed

Substantive update and maintenance of approximately 120 web pages for 14 peacekeeping missions (MINURCAT, MINURSO, MINUSTAH, MONUC, UNAMID, UNDOF, UNFICYP, UNIFIL, UNMEE, UNMIL, UNMIS, UNMIT, UNOCI and UNOMIG) on the United Nations Headquarters peacekeeping website	91 pages	Approximately 7 headquarters web pages for each of 13 field missions (MINURCAT, MINURSO, MINUSTAH, MONUC, UNAMID, UNDOF, UNFICYP, UNIFIL, UNMIL, UNMIS, UNMIT, UNOCI and UNOMIG) continued to be substantively updated and maintained Lower output due to the termination of the UNMEE mandate on 31 July 2008
Further development of the United Nations Headquarters peacekeeping website and continuing update and maintenance of approximately 730 web pages maintained by the Department of Public Information on that site	730	Web pages maintained. Supervised the development, improvement and maintenance of the portions of the peacekeeping site hosted by the Department of Public Information *Additional output* Field missions advised on local site development and maintenance
Introduction of the content management system to support local mission websites, in cooperation with the Department of Peacekeeping Operations and the Department of Field Support	Yes	Assisted in the practical introduction of the content management system to peacekeeping missions. During the reporting period, in collaboration with the Department of Field Support, 6 field operations (MINURCAT, MONUC, UNAMID, UNIFIL, UNMIS and UNMIT) transformed websites or created new ones using the system, making local mission websites more consistent and less complex
Updated policy and guidance manual for public information in United Nations peacekeeping operations	Yes	Relevant sections of the guidance document reviewed and updated. Contributed to the public information sections of the Department of Peacekeeping Operations publication entitled "United Nations peacekeeping operations: principles and guidelines" (including the section on the "capstone doctrine") and to the Department of Peacekeeping Operations mission start-up guide on best practices
Briefing of newly appointed mission public information personnel on mission and United Nations Headquarters communications requirements and priorities	Yes	Incoming chiefs of public information for MINURCAT, MONUC, UNAMID and UNMIT briefed and regularly consulted. Approximately 20 other incoming public information staff briefed before and during deployment

J. Department of Safety and Security

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
21 review reports, resulting from mission security assistance visits, for the security management of Department of Peacekeeping Operations peacekeeping missions: MINURSO, MINURCAT (2), MINUSTAH, MONUC (2), UNAMID (2), UNDOF, UNFICYP, UNIFIL (2), UNMEE, UNMIK, UNMIL, UNMIS (2), UNMIT, UNOCI, UNOMIG (2)	17	Security management review/assistance missions/reports carried out with regard to MINURCAT, MINURSO, MINUSTAH, MONUC, UNAMID, UNFICYP, UNIFIL, UNMIK, UNMIL, UNMIS, UNMIT, UNOCI and UNOMIG
		Lower output due to the priority of responding to the crisis in the Sudan and the closing of UNOMIG, which resulted in fewer visits
Review reports, resulting from security assistance visits, for the security management of Department of Field Support logistics and communications facilities at the United Nations Logistics Base	1	Review conducted at the United Nations Logistics Base
	2	Additional reviews conducted at the United Nations Communications Centre in Valencia, Spain, and at the Entebbe Support Base in Uganda
Security training for the security management teams in 14 peacekeeping missions (approximately 340 persons): MINURSO, MINURCAT, MINUSTAH, MONUC, UNAMID, UNDOF, UNFICYP, UNIFIL, UNMEE, UNMIL, UNMIS, UNMIT, UNOCI and UNOMIG	15	Security management teams trained in MINURCAT, MINURSO, MINUSTAH, MONUC, UNAMID, UNFICYP, UNIFIL, UNMIK, UNMIL, UNMIS, UNMIT and UNOCI
		UNDOF is part of the country security management team, and required training was provided by the country team. The mandate of UNMEE was terminated on 31 July 2008
Compilation of 261 daily security inputs to the Department of Safety and Security daily security report	261	Security reports produced daily at Headquarters for distribution to Department of Safety and Security senior staff, field missions, agencies, funds and programmes
Compilation of 4 Division of Regional Operations security status reports relating to 17 field missions	4	Reports compiled
Regular provision of advice to the security focal points of United Nations funds, programmes and agencies on security issues in 15 mission areas where United Nations agencies are present within an integrated mission structure or in an area in which the head of mission is also the designated official for security	Yes	Security report distributed 5 days per week to all mission areas; advice provided as required, through meetings, telephone communications, reports and assessment distribution

Preparation of 20 external Department of Safety and Security memorandums of understanding, security arrangements and security support concepts	2	Memorandums of understanding: Preparation of the security component of status-of-mission agreement and handover agreement from European Union forces (MINURCAT) Initiative on close-protection training for missions, as well as security arrangements and concepts as submitted by field missions Lower output due to the fact that the close-protection programme did not receive approval for implementation until the end of the period; therefore, a significant number of anticipated memorandums of understanding with relevant Member States did not materialize
Organization and conduct of 4 sessions with the Department of Safety and Security-Department of Peacekeeping Operations-Department of Field Support Standing Committee on Security	4	Sessions took place, as often as required
Organization and conduct of 1 Department of Safety and Security-Department of Peacekeeping Operations-Department of Field Support security training workshop for chief security advisers, chief security officers, security advisers and officers-in-charge of security of 20 Department of Peacekeeping Operations-directed or -supported missions	1	Department of Safety and Security-Department of Peacekeeping Operations-Department of Field Support security training workshop held at the United Nations Logistics Base in June 2009 for chief security advisers, chief security officers, security advisers and security officers-in-charge of 20 field missions
Security training for 4 Department of Peacekeeping Operations senior mission leaders' courses	2	Senior mission leaders' courses held in November 2008 and May 2009 Lower output due to the fact that security was not included among the topics covered in other courses
Security briefings for Department of Peacekeeping Operations heads of mission, force commanders and police commissioners, both individually upon their assignments and at annual conferences	Yes	Security briefings provided at conferences and during Headquarters and mission visits
Regular security briefings for Department of Field Support	Yes	Regular security briefings provided to incoming senior Department of Field Support officials; operational briefings provided on an ongoing basis through daily meetings with integrated operational teams and meetings and video teleconferences with field personnel on issues related to the Department of Field Support

Security presentations to 2 sessions of the Special Committee on Peacekeeping Operations	2	Presentations
Review of 17 peacekeeping mission security-related budget proposals and performance reports	17	Reviews
Preparation of monthly recommendations for priorities of recruitment for security officers for field missions	Yes	Monthly recommendations provided for all missions. In addition, recommendations provided regarding UNMIK reconfiguration and UNOMIG liquidation priorities for the relocation of security staff
Screening of 3,000 applicants for selection as internationally recruited security personnel for peacekeeping missions	4,425	Applicants (non-close-protection) screened Increased output due to a backlog in the review of all vacancy announcements and rosters
Screening of 750 candidates for close-protection vacancies in peacekeeping missions	687	Close-protection applicants screened Lower output due to the fact that all existing posts had been encumbered
Threat assessments of close-protection arrangements in respect of 17 heads of mission	Yes	Threat assessment conducted at each mission at the mission level and included within the mission's overall threat assessment. Assessments were then reviewed at Headquarters
25 visits to peacekeeping missions in order to assess and advise on close-protection arrangements	No	Resources for the staffing capacity required to deliver output were not approved
17 strategic threat assessments, 18 follow-up operational threat assessments and 17 individual threat assessments to support 17 Department of Peacekeeping Operations-directed missions and the United Nations Logistics Base	36	Assessments, including: 17 strategic and 19 mission/subject-specific assessments Lower output due to actual operational requirements
Review of 34 mission threat assessments prepared by peacekeeping missions	37	Reviews conducted, including 3 additional sites (the United Nations Logistics Base, United Nations Communications Centre and the Entebbe Support Base)
Department of Safety and Security security information management course for a total of 20 security information analysts	2	Courses conducted by the Department of Safety and Security at the United Nations Logistics Base training facility for 20 participants, in November 2008 and June 2009
Training of 1,240 security and safety personnel on security policies and procedures as they relate to the authorities and functions of security officers; use of force; firearms qualification with tactical	Approximately 1,240	Security officers in missions trained during the reporting period Instructor materials, curriculums, support and guidance on how to plan and conduct training

modifications according to mission threat level; defensive tactics, including spontaneous protection enabling accelerated response defensive techniques, expandable baton, oleoresin capsicum spray and handcuffing techniques; fire safety; and hazardous materials to include equipment usage, prevention and evacuation procedures		for security officers provided by the Department of Safety and Security to mission security officers responsible for training. The Department ensured that instructors were qualified to provide training in certain disciplines, such as the lethal and less lethal use of force The Department of Safety and Security provided instructor support upon request in UNMIT and UNMIK for the training of security officers in basic security induction, firearms qualification and requalification, MP5 operation, defensive tactics, the use of force policy and technique, and instructor certification. Security training assistance and guidance provided to BINUB, MINUSTAH, MONUC, UNAMI, UNIFIL, UNMIK, UNMIT, UNOCI and UNOMIG in particular
Specialized training of 1,240 security and safety personnel in security awareness that will include the development and delivery of a number of special training modules: access control procedures; X-ray screening for passengers and baggage screening; use of walk-through and hand-held metal detectors; vehicle screening procedures to include inspection at entry points; setting up and safe operation of vehicle checkpoints; surveillance detection; terrorist threats; improvised explosive device detection and procedures for first responder; threat assessment and procedures for vehicle-borne improvised explosive devices; and security awareness to increase security officers' understanding of the effects of aggression, presumed compliance and mental conditioning	Yes	Instructor support provided upon request in UNMIK, UNMIT and UNOCI for the training of security officers in other generic subjects
Specialized firearms training and qualification to include Glock 19 pistol, MP5 personal defence weapon, M4 carbine, G36 rifle and other types of weapons	Yes	UNMIK field training officer certification (January and February 2009); UNMIT security officer qualification and requalification on pistol, MP5 and shotgun (November and December 2008); UNOCI field training officer certification (October and November 2008); instructor development courses on carbine, pistol, revolver and shotgun in the United States

4 close-protection courses for a total of 72 close-protection officers for field missions	2	Close-protection courses conducted: 13 officers assessed and trained by 3 instructors for UNAMID in July and August 2008; 36 officers assessed and trained by 4 instructors for UNAMID and UNMIS in April 2009 Lower output due to fewer requests for the evaluation and training of close-protection officers
Provision of the most current firearms training standards to peacekeeping missions	Yes	Through constant communication with and support for firearms instructors in missions and the provision of updated instructor manuals regarding firearms utilized in missions, standards regarding courses of fire, testing standards, and a curriculum for the training, certification and recertification of firearms training officers and training instructors
Annual assessment, selection and specialized training of 48 additional close-protection officers	No	Specialized close-protection training sessions were postponed pending the finalization of a memorandum of understanding on close-protection training. Memorandum was signed in October 2009
Establishment of a certification database for close-protection officers in peacekeeping missions	No	Resources for the staffing capacity required to deliver output were not approved
On-site assessment and evaluation reports of United Nations security units in 17 peacekeeping missions in the delivery of training modules to ensure quality and consistency of training personnel, training management and successful delivery of current and future programmes of instruction, training facilities and equipment	5	On-site assessments conducted in UNMIK, UNMIT and UNOCI; predeployment evaluations of security staff destined for UNAMID and UNMIS conducted Lower output due to the fact that resources for the staffing capacity required to deliver output were not approved
Rapid deployment of training teams to train security personnel to meet the needs of contingencies, as required	No	No requests from the field for rapid response to assist with training
Rapid deployment of security officers to provide emergency support to Department of Peacekeeping Operations-directed field missions, as required	No	No requests from field missions for the rapid deployment of security officers to provide emergency support
Rapid deployment of stress counsellors to provide emergency critical incident stress management to Department of Peacekeeping Operations-directed and -supported field missions, as required	Yes	Critical Incident Stress Management Unit responded to provide emergency critical incident stress management services to MONUC staff in support of the Staff Counselling Unit

Annual psychosocial training and development and harmonization of procedures of support services for 18 Secretariat-affiliated counsellors from Department of Peacekeeping Operations-directed peacekeeping missions	18	Department of Peacekeeping Operations counsellors from BINUB, MINUSTAH, MONUC, UNAMI, UNAMID, UNIFIL, UNMIL, UNMIS and UNMIT attended the annual meeting and training on harmonization procedures in New York
1 critical incident stress management training course for 10 Department of Safety and Security-Department of Peacekeeping Operations-Department of Field Support stress counsellors	1	Course conducted for 15 Department of Peacekeeping Operations counsellors on medical procedures in critical incident stress management held in New York in June 2009
Deployment of a Critical Incident Stress Management Unit counsellor to provide stress management, advice, assessment of staff's psychosocial well-being and peer helper training in 10 missions (MINURCAT, MONUC, UNAMID, UNIFIL, UNMEE, UNMIK, UNMIL, UNMIS, UNMIT and UNOCI)	2	Deployments of Critical Incident Stress Management Unit counsellors, to MINURCAT and MINUSTAH and for emergency visits to MONUC and UNAMA Lower output due to the fact that counsellors were responding to competing priorities such as the Yemen crisis, the bombing of the United Nations Development Programme office in Somalia, the Gaza bombing, the Guinea-Bissau crisis and the ongoing crises in Pakistan and Zimbabwe

K. Office of Information and Communications Technology

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
		Additional outputs The Chief Information Technology Officer and the Director of the Information and Communications Technology Division of the Department of Field Support undertook 2 Information and Communication Technologies Centre assessment missions, to UNIFIL and UNAMI A vendor selection process was conducted for a commercial off-the-shelf rations management system A contract was signed with a selected vendor for the software customization of the commercial off-the-shelf fuel management system for field missions

	User requirement studies were completed in December 2008 for the enhancement of the Department of Peacekeeping Operations Intranet/portal structure in order to centralize guidance materials and deliver them to field missions
	Clarity project management software, a commercial off-the-shelf project and portfolio system for better management of information and communications technology investments in the field, was identified and acquired
	The Sun Identity Management system was selected for the creation of a central repository relating to field personnel
	Oracle/Siebel Customer Relationship Management software was acquired for the iNeed project and the system configured for improved information and communications and technology help desk support for field missions
	The Galaxy system was maintained for all field missions, and access was available 99 per cent of the time